

Daring to Lead

What's in it for you?

FLEX Fall Presentation
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UCEN 258

The Man in the Arena

“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

Traits of the Best Leaders

At its core, leadership is simple: moving others toward a goal. In order for people to lead, desirable characteristics include:

- Demonstrating character
- Projecting authority
- Communicating through listening/learning
- Influencing through others
- Making tough decisions
- Showing humility
- Exhibiting humor
- Motivating from within
- Leading: be seen, be heard, be there
- Be Daring!

What is “Daring Leadership”?

A leader is someone who “takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential”.

Daring Leadership inspires leaders to “dare to be brave” by leading with self-awareness and embracing vulnerability and “courage cultures” into their work culture. To build courage in teams and organizations, daring leaders have to cultivate a culture in which brave work, tough conversations, and whole hearts are the expectation.

Daring Leadership is a collection of four skill sets that are teachable, observable, and measurable:

- Rumbling with Vulnerability
- Living in our Values
- Braving Trust
- Learning to Rise

Why does Daring Leadership especially matter now?

“The times they are a changin’” – faster than ever! There is more “unknown” and uncertainty than ever!

Global senior leaders were asked to identify what about the way people are leading today needs to change in order for leaders to be successful in a complex, rapidly changing environment where we’re faced with seemingly intractable challenges and an insatiable demand for innovation. **There was one answer:**



We need braver leaders and more courageous cultures.

“The times, they are a changing”

Our world today is inconceivably different from **whatever** yesterday **you** remember!

Just 15 short years ago, you would have thought it crazy if someone told you that you could sit on a beach with a teeny-tiny computer aka “smart phone” and not only make a phone call but:

- Send instant mail, messages and photos
- Download music and videos
- Book your vacations
- Arrange a mortgage
- Search the Library of Congress
- Speak with your doctor face-to-face



Things aren't what they used to be – open minds are required!

The Pace of Change (Video)



What is standing in the way of Daring Leadership?

Below are behaviors and cultural issues that leaders identify as “getting in the way” in organizations across the world.

- Avoiding tough conversations, including giving honest, productive feedback.
- Managing problematic behaviors instead of addressing fears and feeling that show up during change and upheaval.
- Diminishing trust caused by lack of connection and empathy.
- Not taking smart risks or creating and sharing bold ideas to meet changing demands and the insatiable need for innovation.
- Getting stuck and defined by setbacks, disappointments, and failures.



What is holds you back?

What is standing in the way of Daring Leadership? (cont'd)

- Too much shame and blame, not enough accountability and learning.
- Opting out of vital conversations about diversity and inclusivity.
- Rushing into ineffective or unsustainable solutions rather than staying with problem identification and solving.
- Assessing organization values in terms of aspirations rather than actual behaviors that can be taught, measured, and evaluated.
- Perfectionism and fear are keeping people from learning and growing.

Identifying specific courage-building skill sets that people need to address these problems is what Daring Leadership is all about!



Please write down one thing you can do to get a barrier out of the way.

“Every time we choose courage, we make everyone around us a little better and the world a little braver.” ~Brene Brown

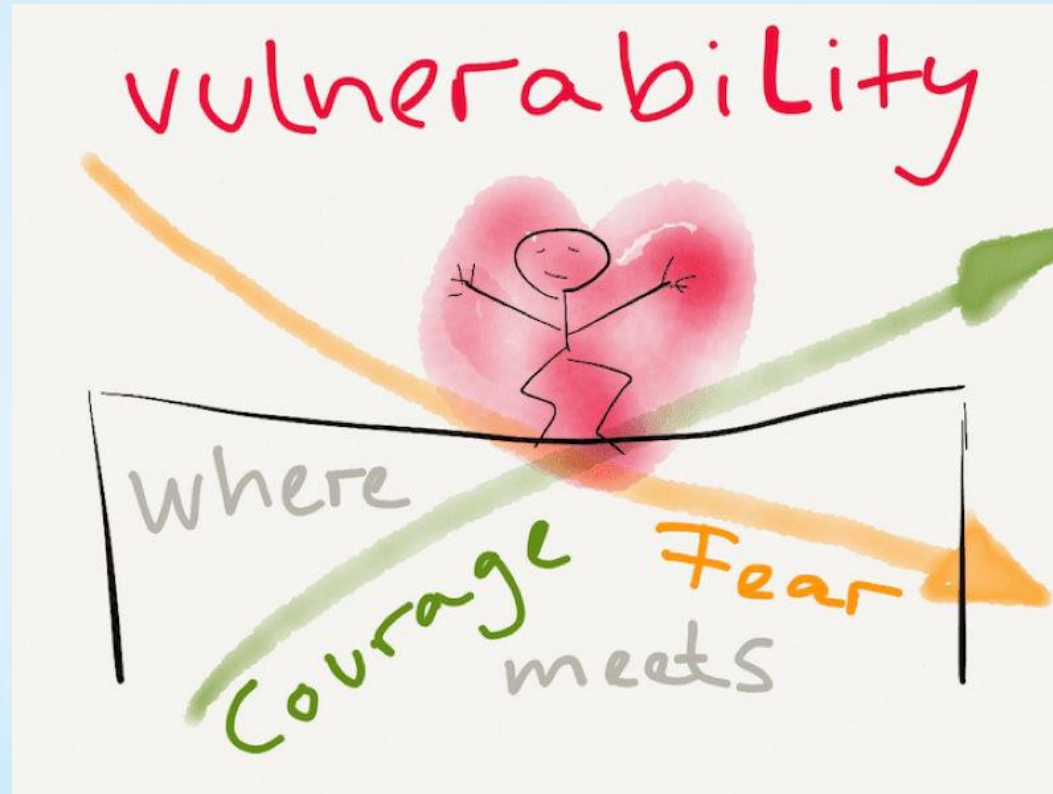
Daring Leadership is about the willingness to step up, put yourself out there, and lean into courage. The world is desperate for braver leaders. It’s time for all of us to step up.

Guest Speakers talk about Rumbling

In The Spotlight

HASP/NASA

Rumbling with Vulnerability



So, what is a rumble?

A rumble is a discussion, conversation, or meeting defined by a commitment to:

- Lean into vulnerability
- Stay curious and generous
- Stick with the messy middle of the problem identification and solving
- Take a break and circle back when necessary
- Be fearless in owning our parts
- Listen with the same passion with which we want to be heard



What is the goal of a “rumble”?

The goal is to serve the work and each other, not our egos.

We use the word **rumble** to say,

“Let’s have a real conversation, even if it’s tough.”

It’s an intention setter and a behavioral cue or reminder.



Guest Speakers talk about Rumbling

In The Spotlight

Math

Why would we want to “rumble” in the first place?

Key Learnings are often the outcome of a rumble.

When we stand in the middle of an issue and identify the problem and the root cause, we can typically extract a key learning that helps us navigate similar problems or issues going forward.

Knowing how to do so gives us “coping skills” and confidence that we can navigate our way through in other circumstances – it gives us life skills!

Before we get to “rumbling with vulnerability”, we need to explain the importance of vulnerability.

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

How do we define Vulnerability?

Vulnerability is defined as:

- The state of having one's guard down
- Openness to experiences and people
- The emotion we experience during times of uncertainty, risk and emotional exposure

It means showing the world who you are and trying something even if the outcome is uncertain!

Vulnerable people try new experiences

“Probably the most important characteristic of vulnerable individuals is openness to experiences in which outcomes cannot be known in advance.” ~Robert Stolorow

Vulnerable experiences:

- Are not easy and terrifying at times
- Make us feel anxious and uncertain
- Make us want to self protect

Instead of running from these experiences, **vulnerable people** put themselves out there in spite their emotions. They:

- Acknowledge that life is full of ups and downs.
- Connect with others
- Are open to possibilities and opportunities to grow
- Make great leaders
- Are kind to themselves
- Embrace their vulnerability to experience all aspects of life!



Guest Speakers talk about Rumbling with Vulnerability



Why Vulnerability Is Your Greatest Strength (Video)



Vulnerability is not a Weakness

Vulnerability is not weakness. Choosing to be vulnerable is the ultimate form of strength!

Vulnerability is not a flaw, a shortcoming, or something you have to apologize for. It is something strong, raw, and powerful.

Vulnerability takes strength. It is:

- Acknowledging that difficulty lies ahead, but resolving to meet it head on.
- Knowing there is a possibility of being hurt, but opening your doors anyway.
- Being pushed down seven times and getting up eight
- Giving the benefit of the doubt even if it's not completely earned.
- Looking the world in the face and saying, "This is who I am. So who are you?"

How does Vulnerability relate to Daring Leadership?

Adaptability to change, hard conversations, feedback, problem solving, ethical decision making, recognition, resilience, and all of the other skills that underpin Daring Leadership are born of vulnerability.

- In regards to Daring Leadership, vulnerability is about:
 - ✓ Willing to embrace the discomfort of an unpleasant but unavoidable situation for forward progress.
 - ✓ Having the courage to face your fears and the uncertainty of the future
 - ✓ Being open and honest about your beliefs and values

When people let themselves be vulnerable, they are more open and emotionally available, which creates opportunities and improves outcomes.

Vulnerable people inspire, are more authentic, and build bonds that lead to results.

The 6 Myths of Vulnerability

Let's explore the myths surrounding vulnerability so people can put the unsung power of vulnerability into action:

Myth #1: “Vulnerability is weakness.” All acts of courage involve experiencing vulnerability.

Myth #2: “I don't do vulnerability.” When we choose to ignore vulnerability, we let fear drive our thinking and behavior.

Myth #3: “I can go it alone.” As humans, we are hardwired for connection. We derive strength from our ability to communicate and work together.

Myth #4: “You can engineer the uncertainty and discomfort out of vulnerability.” Ethical decision making - holding people responsible for ethics and values requires vulnerability. You cannot remove uncertainty, risk, and emotional exposure from human experiences.

Myth #5: “Trust comes before vulnerability.” We need trust to be vulnerable, and we need to be vulnerable in order to build trust. Trust is the stacking and layering of small moments and reciprocal vulnerability over time. Trust and vulnerability grow together, and to betray one is to destroy both.

Myth #6: “Vulnerability is disclosure.” Leaders do not need to overshare or disclose inappropriately to build connection or trust with others.

Vulnerability Exercise

Take 10 minutes to complete the Vulnerability Exercise worksheet and discuss your answers at your tables.



Putting it all together...what does “Rumbling with Vulnerability” mean?

Rumbling with Vulnerability means having the courage to show up fully when you can't control the outcome; stepping into tough conversations and providing honest and productive feedback.

“You can't get to courage without rumbling with vulnerability.” ~Brene Brown



How do we ask our students to rumble with vulnerability?

Guest Speakers talk about Rumbling with Vulnerability



“Vulnerability is about showing up and being seen. It’s tough to do that when we’re terrified about what people might see or think.”

~Brene Brown

Let's look at...

Steps we can take to enable us to Rumble with Vulnerability and help our students do the same

- Overcome Fear
- Get out of our own Way (Put Down the Armor)
- Create a Courageous Culture



Overcome Fear

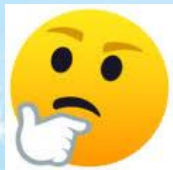


**Wait a minute!
Nobody told me that
we're gonna talk about
FEAR!!**

Feeling fear is not the issue, but how we respond to fear is.

What is the Connection between Vulnerability and Fear?

- Fear is the unpleasant feeling you have when you think that you are in danger. It prevents you from acting; from sharing; and from asking for what you need.
- The **fear of vulnerability** is ultimately a fear of rejection, criticism or judgment.
- When you choose vulnerability and courage over fear, you develop strength and confidence; you experience growth!
- Dare greatly, acknowledge and confront your fears, and seek the courage to be vulnerable.



In what circumstances have you experienced fear?

The Five Truths about Fear

- The fear will never go away as long as you continue to grow – it is part of taking a risk (which you do to grow!)
- The only way to get rid of the fear of doing something is to go out...**and do it!**
- The only way to feel better about yourself is to do something.
- Not only are you going to experience fear whenever you are on unfamiliar territory, but so will everyone else.
- Pushing through fear is less frightening than living with the underlying fear that comes from helplessness.



Can anyone offer an example of when you experienced fear and pushed through it?

How do we Face Fear Head On?

Many times, we choose to let fear control us. We've become accustomed to instinctively abide by what fear tells us to do.

- **Fear prevents us from acting.** You fall victim to fear when you don't act, speak up, or do something that you love because **you think** some critic will not like what you have to say or have an opinion about your lack of skills.
- **Most times, it's all in your head.** You are allowing the fear of "perceived risks" to control you. Other times, critics may point and laugh; however, they do so because of their own issues. It's not about you, it's them. So don't take it personally.
- When we are **defined by what people think**, we lose the courage to be vulnerable.
- Daring greatly, being vulnerable, acting on courage is not easy – it feels risky. Easy and safe is listening to the commands of fear.



Guest Speakers talk about Overcoming Fear



“You can conquer almost any fear if you will only make up your mind to do so. Remember, fear doesn’t exist anywhere except in the mind.”

~Unknown

Feel the Fear...and Do It Anyway

Often we think, “I’ll do it when I am not so afraid.”

- But in reality, it works the other way around.
- The “doing it” comes before the fear goes away.

The only way to get rid of the fear of doing something is to go out and do it!



Courage (Video)



The greatest barrier to brave, courageous, daring leadership is not fear itself – *it's how we respond to our fear.*

When we aren't willing to rumble with vulnerability, we use our “armor” to protect ourselves. We move out of alignment with our values, corrode trust with our teams, and prevent ourselves from being our most courageous selves!

In many cases, **we are the barrier...**

Get out of your own way

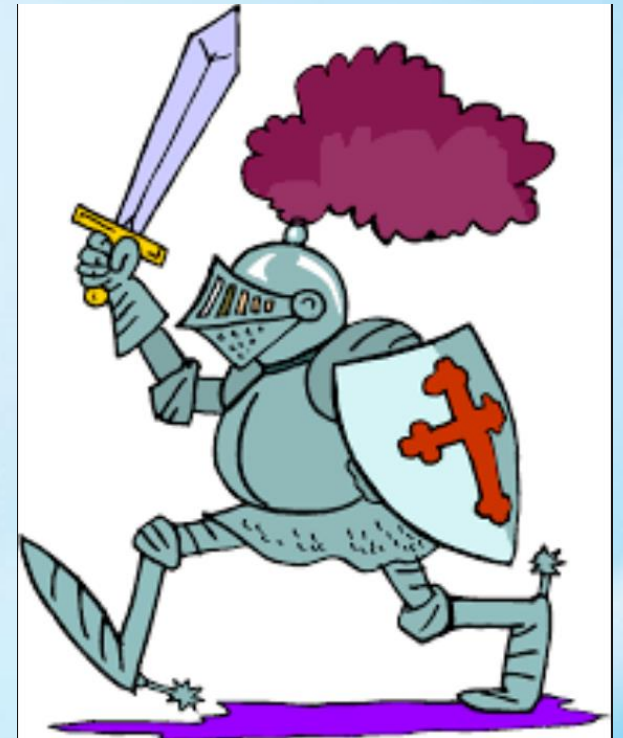


Hey you...get out of your own way, you'll get there faster!

Our “armor” gets in the way

Another real barrier to brave leadership is **our armor** – the thoughts, emotions, and behaviors we use to protect ourselves when we aren’t willing to rumble with vulnerability.

- Our armor gets in the way. **“We” get in the way.** And, most of the time, we are not aware that we are leading with our armor.
- Showing up for vulnerable experiences with a whole heart and no armor requires courage.



We use our “armor” to protect ourselves

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 that is driving self-protection, there's a fairly predictable pattern of how we assemble our armor, piece by piece. We tell ourselves:

- ✓ 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...heck with 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.

Put down your armor to experience something new

When we put down our armor, dare to be vulnerable, step out of our comfort zone, and decide to try something new (i.e., taking a yoga class, speaking at a meeting, joining a book club, displaying your art at a fair); you may find yourself wondering, “why in the world did I ever think I could do this?”

Your heart rate speeds up, your palms grow sweaty, and you want to turn around and go home, where you can escape the potential judgment of others and your own fear of the unfamiliar.

But by pushing through those doors, you are doing something far more healthy and transformative. What scares us is sometimes actually good for us, if we can stomach sitting with it.



Putting Down Your Armor

In The
Spotlight

Personal
Choice

Assembling Your Armor Exercise

Take 10 minutes to complete the Assembling Your Armor worksheet and discuss your answers at your tables.



When you embrace vulnerability, everything is possible!



Shame...the “Vulnerability Thief”

We “armor up” to protect ourselves from shame and embarrassment. Shame will stop us in our tracks and rob us of the willingness to be vulnerable!

- The fear of making a mistake, being wrong, and experiencing shame is universal. If *shame and blame* is our management style, we can't ask people to be vulnerable or brave. Shame can only rise to a certain level before people disengage from vulnerability!
- Shame, which is often referred to as “the master emotion” by researchers, is the *never good enough* emotion. It's power to make us feel we're not worthy of connection or belonging is unmatched.
- When allow ourselves to put down our armor and lean into vulnerability, if we are met with shame, blame or embarrassment (being put down, ignored, or pushed away), it can be such a painful blow to our sense of self-worth that we will never again want to engage in another “vulnerability rumble”.



How do we define Shame?

Shame is:

- The intensely painful feeling or experience of believing that we are flawed and therefore unworthy of love, belonging, and connection.
- The fear that something we've done or failed to do, an ideal that we've not lived up to, or a goal that we've not accomplished makes us unworthy of connection.
- Universal – we can all recognize and relate to painful experiences involving shame
- Difficult to talk about and derives its power from being unspoken



Shame eats away at innovation, trust, connection and culture

Shame shows up when people bully others, criticize others in front of colleagues, or deliver public reprimands.

Here's what to look for:

- Perfectionism
- Favoritism
- Gossiping
- Back-channeling
- Comparing
- Self-worth tied to productivity
- Harassment
- Discrimination
- Power over
- Bullying
- Blaming
- Teasing
- Cover-ups

Understanding Shame Exercise

Take 10 minutes to complete the Understanding Shame Exercise worksheet and discuss your answers at your tables.



How do we move from Shame to Empathy?

“Empathy is the antidote to shame.” ~ Brene Brown

Shame gets in the way of vulnerability. It negatively impacts how we treat ourselves and how we treat others. The cure? Empathy.

Empathy is one of the linchpins of cultures built on connection and trust – it’s also an essential ingredient for teams who take risks and show up for rumbles.

Here are five skills for **creating empathy**:

- See the world as others see it (diverse perspectives are included, respected and valued)
- Be nonjudgmental
- Understand other people’s feelings
- Communicate your understanding of other peoples’ feelings

Brené Brown on Empathy (Video)



“Courage is Being Scared to Death and Saddling Up Anyway.”

~John Wayne



Courage is the willingness to risk hurt or failure.
Learn to push through the discomfort. It's never easy, but we're always grateful and stronger when we're done.

Create a Courageous Culture

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

We have to be vigilant about creating a culture in which people feel safe, seen, heard, and respected.



Why does creating a courageous culture matter?

Creativity and innovation are the result of a courageous culture where vulnerability is rewarded.

When we feel safe, seen, heard and respected, we are more likely to become willing to share our thoughts, bounce our ideas with other team members, and to pursue creativity.

When we do not feel safe, we resist vulnerability, we shut down and stop new innovative ideas from coming forth.

Embracing vulnerability powers connection, creativity and innovation!



No idea is a bad idea!

Part of creating a courageous culture is promoting a safe place for everyone to come forward, speak up, share their thoughts and ideas, and work together to bring ideas from concept to reality!

In fact, allowing ourselves to be vulnerable is one of the best ways to connect with others and to create our best and most impactful work. But, we must overcome the fear of being judged, of being wrong, or being rejected.

- Creative work is exploratory
- It is a constant process of trial and error
- There are likely to be failures and changes before the best outcome is produced.
- If you're not prepared to be wrong, it is unlikely that you'll ever come up with anything original.



How do we inspire courage, creativity and innovation?

Embrace Diversity: Bring together groups (faculty, staff, and students) from different backgrounds, different ages and genders, different cultural backgrounds, and professional experiences to work on groups projects.

Encourage Collaboration: Get people to work together in a shared process in which their inaction affects the nature of the project and its outcomes.

Value Everyone's Contributions:

- Accept every idea that is offered
- Don't negate other people's contributions, but build on them
- Avoid negative criticism, putdowns, or dismissive remarks
- Don't judge what others produce, help them make something of it

10 Traits of Courageous Leaders

1. **Confront reality head-on.** Only by knowing the true current state can you lead your team to a better place.
2. **Seek feedback and listen.** Unfiltered 360- degree feedback is not always easy to hear, but it can breathe new life into your relationships and leadership style if you listen and act.
3. **Say what needs to be said.** Having crucial conversations helps cut through the smoke and move through issues. This also means having the courage to put your opinions on the table, even if they are unpopular.
4. **Encourage push-back.** By encouraging constructive dissent and healthy debate, you reinforce the strength of the team and demonstrate that in the tension of diverse opinions lies a better answer.
5. **Take action on performance issues.** By taking swift action to reassign or exit underperforming employees, you are helping yourself, the team and organization.

10 Traits of Courageous Leaders

6. **Communicate openly and frequently.** Courageous leaders refuse to hide behind jargon and wiggle-words – they use straight-talk and are not afraid to say “I don’t know.” They also share information instead of hoarding it.
7. **Lead change.** Envision a better way, a better solution, a better product – and approach it with determination and an open mind, knowing that it will be messy and that a mid-course correction may be necessary. You need to bring people along the change process for them to truly engage.
8. **Make decision and move forward.** Avoid the crutch of “analysis paralysis” and make the decision. Forward movement is always better than being stuck in place.
9. **Give credit to others.** A good leader takes more than their fair share of the blame and less than their fair share of the credit.
10. **Hold people (and yourself) accountable.** Accountability begins with you – holding yourself responsible for modeling the behaviors you expect of others.

What is the #1 Barrier to Building a Courageous Culture?

Leaders identified the following as the number one barrier to building a daring, courageous culture: ***Avoiding tough conversations, including giving honest, productive feedback.***

Consequences of avoiding tough conversations include:

- Diminishing trust and engagement
- Increases in problematic behavior, including passive-aggressive behavior, talking behind people's backs, backchannel communication, gossip, and the "dirty yes" (say yes to your face and then go behind your back)
- Decreasing performance due to lack of clarity and shared purpose.



Steps to take to help you have tough conversations

- **Keep listening and keep questioning.** Your ego will want to race to an answer in a tough conversation, even if it doesn't address the real issues. Allow your curiosity to persist to get to the heart of a problem.
- **Do not stay silent about hard things.** When you miss an opportunity to say something just because it is uncomfortable, you betray your values.
- **Contribute more than you criticize.** Do not criticize without offering a point of view in return. If you tear something down, offer a specific plan for how to rebuild it, to make it stronger, and more substantial.
- **When someone's hurt or in pain, don't try to "fix" them.** In the face of a difficult conversation, when we see someone in pain, it's our instinct to try to make things better. We want to fix, we want to give advice. Empathy isn't about fixing, it's the braver choice to just be with someone in their darkness – not to "race to turn on the light so we feel better." A response rarely makes things better. **Connection is what heals.**



“We can choose courage or we can choose comfort, but we can’t have both. Not at the same time.”

~Brene Brown

Living into Our Values



Values and Dreams (Video)



“There are some values that you should never compromise on to stay true to yourself; you should be brave to stand up enough for what you truly believe in even if you stand alone.”

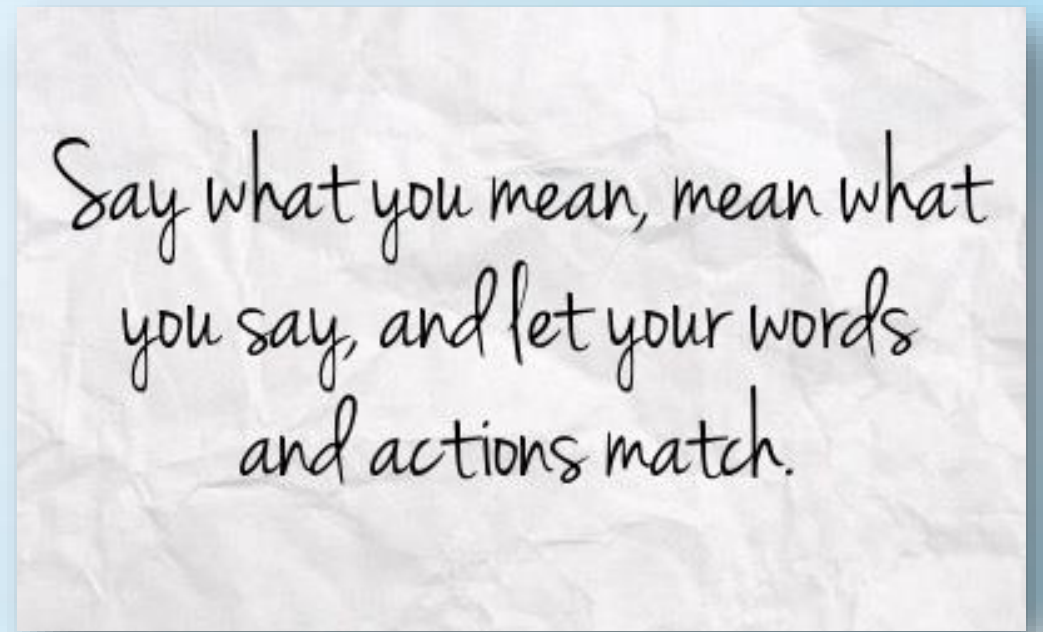
“Your values create your internal compass that can navigate how you make decisions in your life. If you compromise your core values, you go nowhere.”

~Roy T. Bennett

What does it mean to Live Into Our Values?

Living into our values means that we do more than profess our way of being or believing, we practice it:

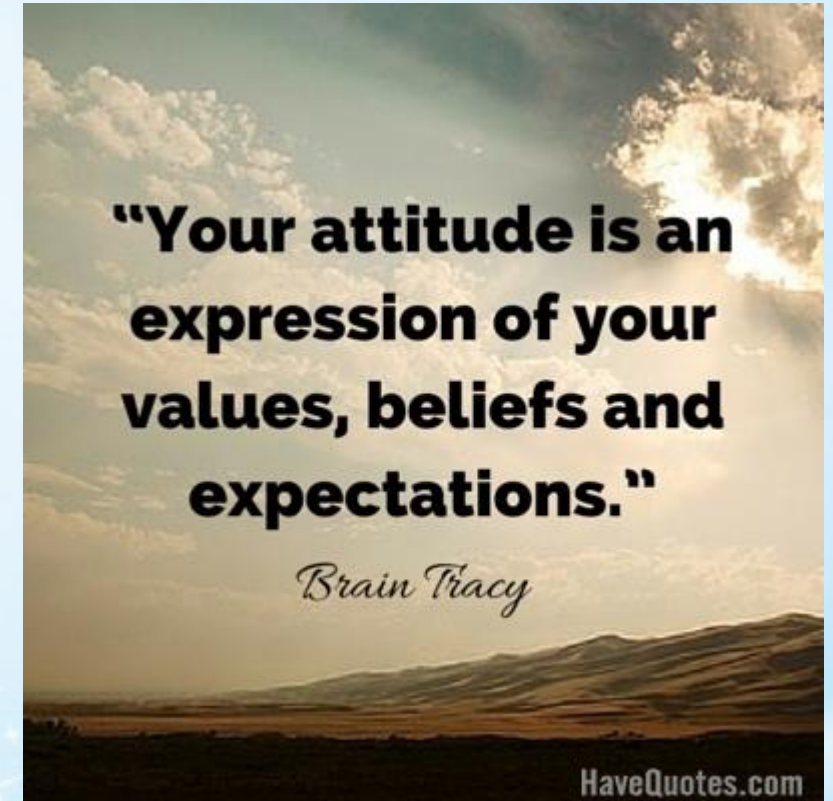
- We walk our talk
- We are clear about what we believe and hold important
- We take care that our intentions, words, thoughts, and behaviors align with those beliefs.



Why Do Values Matter?

A value is a way of being or believing that we hold most important.

- Our values are what gives us strength when we are in the arena; often, they are what compels us to enter the arena in the first place.
- Establishing clarity of values, and living into those values, is one of the four essential skill sets of being a daring leader.



How Do Leaders Establish Clarity of Values?

Daring leadership involves reminding employees of their purpose and the value they provide through their work, which all starts with working with your team members to **establish clarity of values**.

Leaders:

- Talk with their team members about the unique contributions they make, so that everyone knows their strengths.
- Translate values from ideals to behaviors by teaching people the skills they need to show up in a way that's aligned with the organization's values.
- Create a culture in which they hold one another accountable for staying aligned with the values.

Braving Trust

B.R.A.V.I.N.G.

That's Boundaries.
Reliability. Accountability.
The Vault. Integrity.
Non-judgment. And
Generosity. This is the
anatomy of trust.

- BRENE BROWN

Why is Trust Important?

According to research conducted on behalf of *Fortune's 100 Best Companies to Work For*, “trust between managers and employees is the primary defining characteristic of the very best workplaces.”

In the workplace, trust is cultivated by daring leaders through:

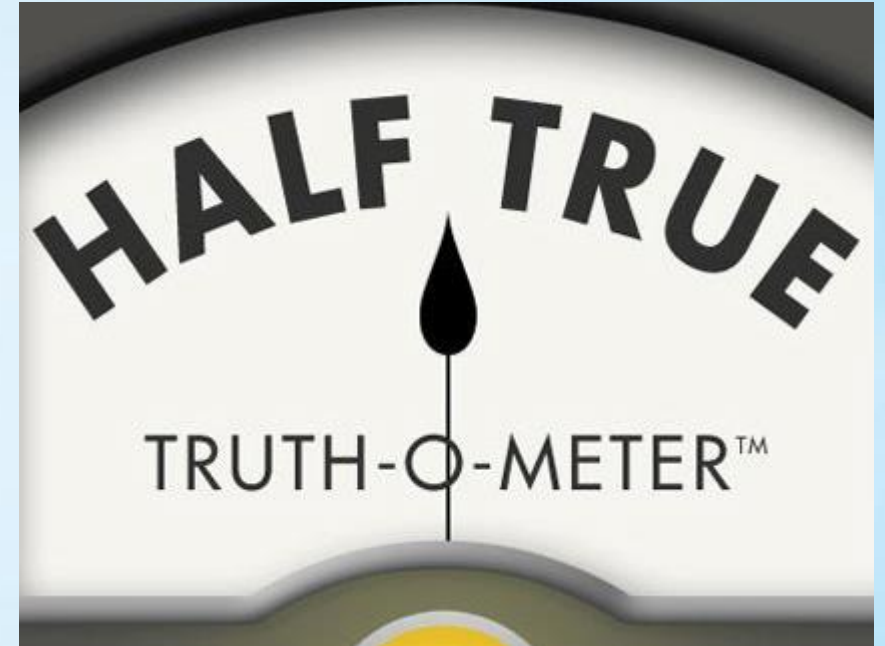
- Respecting boundaries
- Practicing reliability and accountability
- Coming from a place of non-judgment
- Paying attention
- Listening
- Gestures of genuine care and connection



How Do We Build Trust?

An effective way to build trust between leaders and team members is through honesty.

- The telling of half-truths is usually done to lessen the discomfort of difficult moments during tough conversations. This act of protection ends up having the opposite intended effect.
- Most of us avoid clarity because we tell ourselves that we're being kind when what we're actually doing is being unkind and unfair.



Clear is kind. Unclear is unkind.

- Sometimes speaking the truth feels like we are being unkind, especially when sharing difficult information or feedback.
- 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.
- Direct, honest, straightforward communication is kind. Sidestepping the truth doesn't serve a useful purpose for anyone involved.



*Make it clear,
concise and
specific.*

What is the “BRAVING Inventory”?

The **BRAVING** Inventory, the acronym BRAVING breaks down trust into seven elements:

- **Boundaries**
- **Reliability**
- **Accountability**
- **Vault**
- **Integrity**
- **Nonjudgment**
- **Generosity**

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.

BRAVING Inventory – What are the components?

The first is ***Boundaries***:

- Setting boundaries is making clear what's okay and what's okay, and why.
- Setting boundaries is vulnerable and brave.
- Failure to set boundaries can quickly lead to resentment, anger, and frustration.
- Leaders who model appropriate boundaries and encourage all team members to take responsibility for establishing their own boundaries and respecting the boundaries set by others will influence a “courage-building” structure.



BRAVING Inventory – What are the components?

The second is ***Reliability***:

- You do what you say you'll do. (*No bait and switch*)
- 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.

The third is ***Accountability***:

- You own your mistakes, apologize, and make amends.
- 4 Key ways of responding:
 - ✓ I made a mistake...
 - ✓ I am sorry...
 - ✓ I don't know how....
 - ✓ I need help....

BRAVING Inventory – What are the components?

The fourth is confidentiality or *Vault*.

- Helps people to be trustworthy.
- You don't share information or experiences that are not yours to share.
- People need to know that their confidences are kept, and that you're not sharing with them any information about others that should be kept confidential.



BRAVING Inventory – What are the components?

The fifth is *Integrity*:

- What can we do as leaders to maintain our integrity?
 - ✓ Set up accountability roadblocks. If you slip, apologize, make amends and make it right. This may be uncomfortable, but will build trust and credibility.
 - ✓ Be transparent. Say what you mean, mean what you say, and don't be mean when you say it.
 - ✓ Model good character. Showing that you're always willing to make the difficult, courageous decisions builds connection and trust.
 - ✓ Consistently do the right thing, for the right reason, even when no one is watching, even when you don't want to.

“Integrity is choosing courage over comfort. It’s choosing what is right over what is fun, fast, or easy. It’s choosing to practice your values rather than simply professing them.”

~Brene Brown

BRAVING Inventory – What are the components?

The sixth is being *Nonjudgmental*.

This occurs when....

- Everyone can ask for what they need and can talk about how they feel without judgment.
- If you find yourself being judgmental around a specific issue – then it's a clue that it's a difficult issue for you.
- We don't judge in areas where we feel a strong sense of self-worth and grounded confidence. The more you can focus on building yourself up in areas where you feel weak and exposed, the more you can operate from a place of full empathy.

BRAVING Inventory – What are the components?

And finally, **Generosity** makes a big difference...

Having the generosity to assume the best of others makes us feel better in our day-to-day lives.

Daring leaders work from the assumption that people are doing the best they can.

- They are crystal clear about what boundaries need to be in place for them to stay in their integrity and make the most generous assumptions about others.
- Generosity cannot exist without setting boundaries.
- The most generous people are also those with the strongest boundaries. They are crystal clear with others about what's okay and what's not okay. They are authentic, true, and honest about their needs.
- When we don't set boundaries, we let people do things that aren't okay and that leads to resentment.

“Generosity is not a free pass for people to take advantage of us, treat us unfairly, or be purposefully disrespectful and mean.”

~Brene Brown

Learning to Rise

It's Not
How We Fall
It's How
We Rise

“While vulnerability is the birthplace of many of the unfulfilling experiences we long for – love, belonging, joy, creativity, and trust – the process of regaining our emotional footing in the midst of struggle is where our courage is tested and our values are forged.

Rising strong after a fall is how we cultivate wholeheartedness in our lives; it’s the process that teaches us the most about who we are.”

~Brene Brown

Guest Speakers talk about Learning to Rise

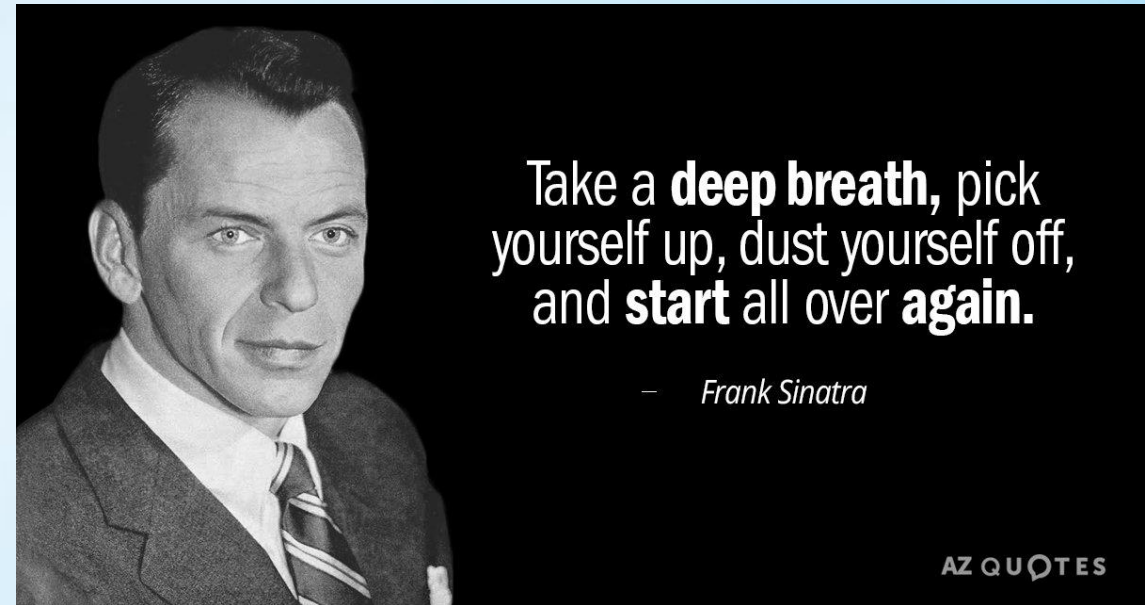


What is “Learning to Rise”- What does that mean?

Learning to rise is about acquiring **resilience skills**.

The Merriam-Webster dictionary defines resilience as an ability to recover from or adjust easily to misfortune or change; the capacity to recover quickly from perceived setbacks.

It’s learning how to “fall” and embrace failure.



How Resilience is Built (Video)



What are the Barriers to Rising?

Learning how to manage the “fear of failure” is essential to taking risks.

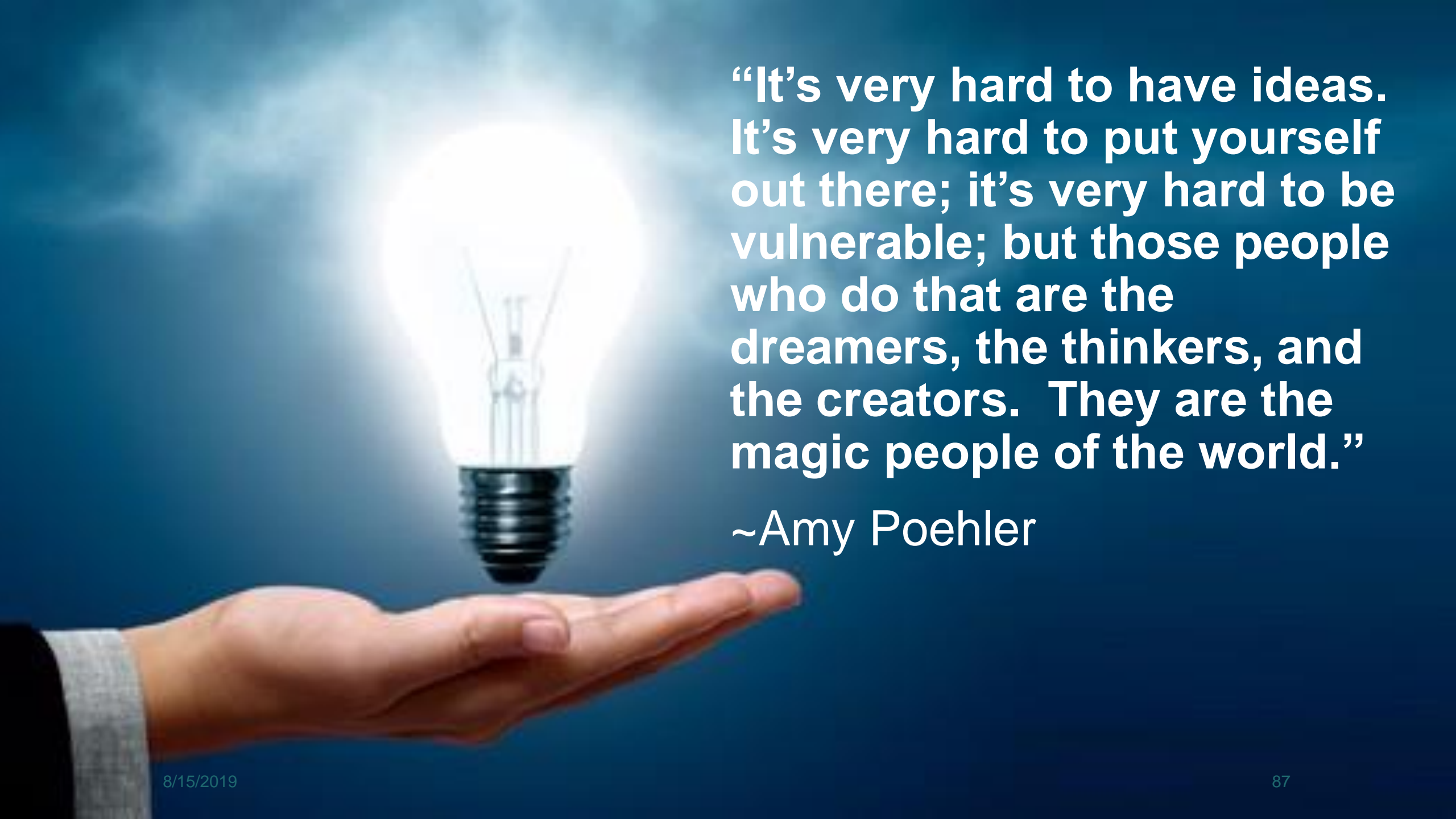
- Teaching resilience without “rumbling with vulnerability” and discussing the emotions around failing is a big miss for organizations.
- Those with the highest levels of resilience can get back up after a fall and be even more courageous and tenacious as a result. If we don’t have the skills to dust ourselves off and get back up, we may not risk falling.

Don't Let the Fear of Failure Hold you Back!

Our relationship with failure either unlocks our full potential, or keeps us from ever realizing it.

- **“Fail forward”** or **“Fail Intelligently”** are buzzwords describing the belief that dealing with failure intelligently is the driver we need to improve the way we learn, innovate, and find the agility to stay relevant and competitive.
- Most of us are taught to avoid failure at all costs. We understand the pressure to perform and the fear of blame associated with failure.

How many of you avoid taking risks, fearing the consequences if you fail?

A glowing lightbulb is held in a hand against a blue background. The lightbulb is the central focus, emitting a bright white light that illuminates the surrounding area. The hand is positioned at the bottom left, with the palm facing up. The background is a gradient of blue, with a darker shade at the bottom and a lighter shade at the top. The overall mood is one of inspiration and creativity.

“It’s very hard to have ideas. It’s very hard to put yourself out there; it’s very hard to be vulnerable; but those people who do that are the dreamers, the thinkers, and the creators. They are the magic people of the world.”

~Amy Poehler

What is “Failing Forward”?

The essence of “**failing forward**” is learning from what went wrong. Throughout history, the most inventive people were usually the best at “failing forward”!

- Christopher Columbus insisted the world was found and then promptly missed America on his first attempt.
- The Wright brothers claimed flying was possible and nearly killed themselves trying to make it happen.
- Steve Jobs failed repeatedly in his attempts to develop new hardware before his success with Apple.
- Albert Einstein was a lousy student and of course, his very name is used to describe someone as a genius.

Tips for Failing Forward

1. Have no regrets. Life is too short to live with regret.
2. Accept reality. The hardest part of failure can be admitting to yourself that you have failed.
3. Don't be a victim, be a strategist.
4. Be focused.
5. Approach every day as a “school” day – it's going to be fun and you're going to learn!
6. Learn to say “*Whoops, that didn't work, did it?*” and follow it up with a giant smile!



Failure is required for Success!

Failure isn't fatal; in fact, it is actually **REQUIRED** for innovation success – as long as you don't make catastrophic mistakes or fail to learn from it.

- Accept the fact that we are going to fail if we are going to do our best work.
- We must free ourselves from the innovation-limiting shackles of perfection – don't ruin good with perfect!
- Great innovation is the result of trial and error.
- Become comfortable with the premise that your starting point is a “half-baked” idea. The real failure is the fear of launching an idea until its is perfect.

Learn to get comfortable with being uncomfortable

Risk-taking, failure, and success are linked.
If we are brave enough often enough, we will fall – this is the physics of vulnerability.

Resilient leaders:

- Have the ability and willingness to lean in to discomfort and vulnerability.
- Feel the fear of uncertainty and imperfections, yet test new ideas anyway.
- Bypass shame and defensiveness to find a productive way of working amidst the fear of failure.



Fail Forward (Video)

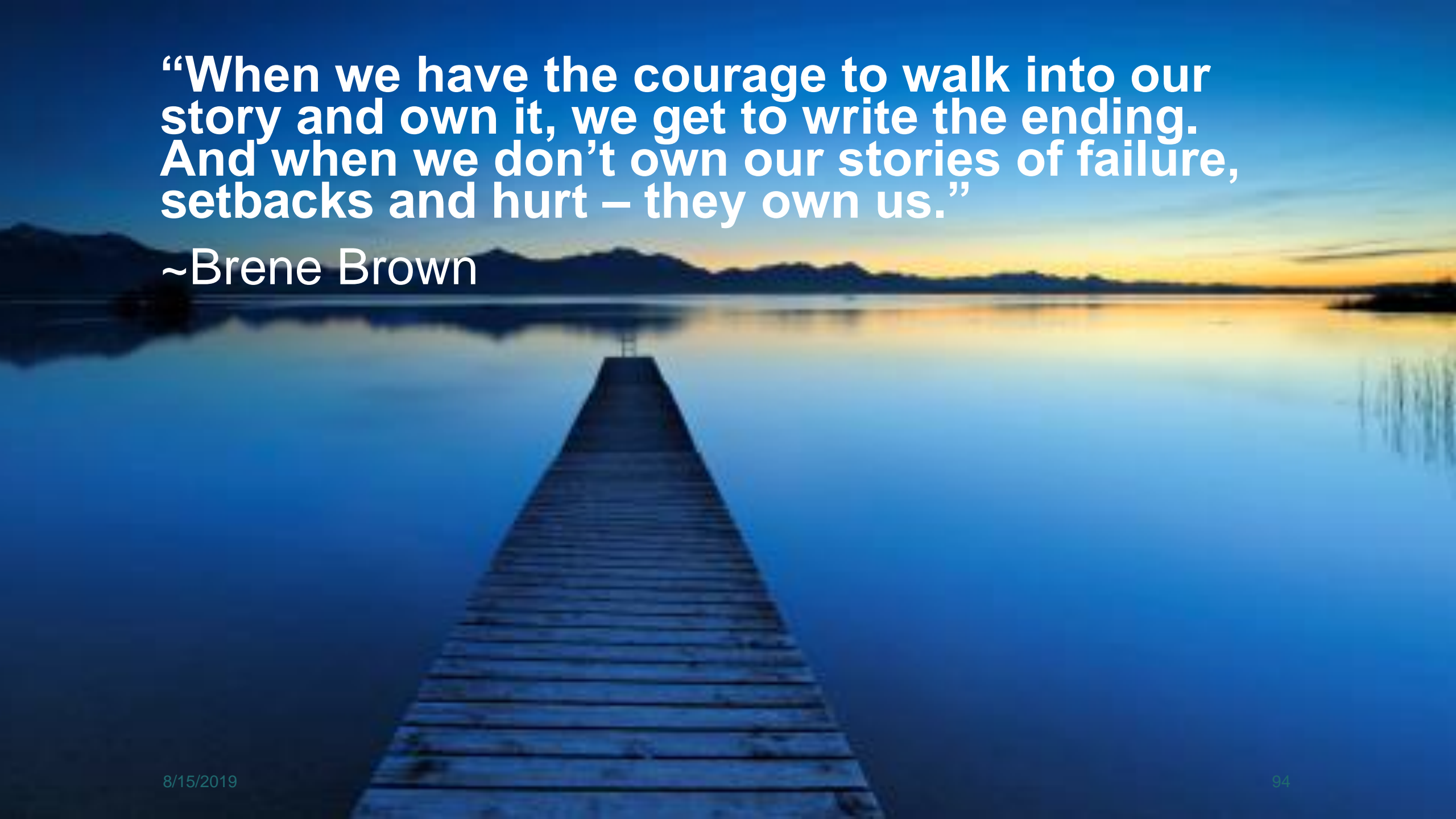


How Do We Learn to Rise?...it's a 3-step process!

The Reckoning: In the grip of a situation where emotions are running high – thinking and logic are not present, you intentionally become aware, present, conscious that something has got a hold of you. Get curious about it. “I am (in a lot of pain feeling really vulnerable, my stomach is in knots, feeling like I want to punch someone)” as an example. This step can be hard as most tend to blame others or outside circumstances.

The Rumble: Step into the story, own it, and take it to the mat! Be honest with your story – we tend to leave out data, replace missing information with something false we believe to be true, or develop conspiracy theories (based on fears and insecurities) that contain lies told honestly. This shows up at work when we share what we believe is factual information, but it's really our opinion.

The Revolution: Claiming authorship of our own stories and lives. Taking off the armor and rumbling with vulnerability, living into our values, braving trust with open hearts and learning to rise!

A wooden pier extends from the foreground into a calm lake. The water is still, reflecting the sky and the pier. In the background, there are mountains under a sunset sky with warm orange and yellow tones. The overall mood is peaceful and contemplative.

“When we have the courage to walk into our story and own it, we get to write the ending. And when we don’t own our stories of failure, setbacks and hurt – they own us.”

~Brene Brown

In Closing...

There you have it! These skill sets that make up courage are not new; they've been aspirational leadership skills for as long as there have been leaders.

In closing, I invite you, encourage you, and I dare you to put these skills into practice – go for it!

So, hang up your armor, encourage your students to do the same, and I'll see you in the arena!

Acknowledgment

The material in this presentation is based on Brene Brown's "Dare to Lead".

Downloadable material is available at:

<https://daretolead.brenebrown.com/>

