Part One

Diane Lloyd PCC
Certified Dare to Lead™ Facilitator
Daring Leadership

What does daring leadership look like?

What does daring leadership feel like?
A leader is anyone who takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential.

What kind of leader do you want to be?
BRAVE LEADERS AND COURAGEOUS CULTURES

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


3. Courage is contagious. To scale daring leadership and build courage in teams we must cultivate a culture in which brave work and tough conversations are the expectation and armor is not necessary or rewarded.
What is your call to courage?

Where do you want to be braver?
RUMBLING with Vulnerability
LIVING into Our Values
BRAVING Trust
LEARNING to Rise

the four skill sets of courage
SKILL SET #1

*Rumbling with Vulnerability*

EMBRACE THE SUCK.
You can’t get to courage without rumbling with vulnerability.

EMBRACE THE SUCK.
Vulnerability

Stepping into uncertainty, risk and emotional exposure......

Vulnerability sounds like truth and feels like courage. Truth and courage aren’t always comfortable, but they’re never weakness.

Brené Brown
6 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 discomfort out of vulnerability

Myth #5 - Trust comes before vulnerability

Myth #6 – Vulnerability is disclosure
What does vulnerability look like at work?

Having hard conversations
Asking for what you need
Taking on new roles and projects
Admitting you don’t know something and asking for help
Asking for help
Saying No to a donor
Taking ownership for a mistake you made
Speaking up in a meeting with a different perspective
Moving up in the organization or starting a new job somewhere else
Giving your boss feedback on something that isn’t working

What else?
Vulnerability: Why Bother?

Vulnerability  Connection  Trust
Who we are is how we lead.
Shame is the intensely painful feeling or experience of believing that we are flawed and therefore unworthy of love and belonging.

Who do you think you are?

You aren’t worthy of this.....

You don’t belong here.......

You aren’t good enough.....
When we feel shame we armor up….

Move Away

Move Towards

Move Against
Shame at Work

“The number one shame trigger at work is **irrelevancy**, we armor up, which shuts down our curiosity and learning. Our armor creates a self-fulfilling prophecy; our armor leads to our irrelevancy.”
The many ways shame shows up in organizations...

- Back-channeling
- Blaming and finger-pointing
- Bullying
- Comparison
- Cover-ups
- Discrimination
- Favouritism
- Gossiping
- Harassment
- Invisible Army
- Nostalgia
- Perfectionism
- Power-over
- Self-worth tied to productivity
- Teasing
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.
Anger and/or Shutdown

What are the emotions below the surface?

What are you missing with your employees or colleagues that might be under the surface?
Anger and/or Shutdown

Anxious     Blame     Disappointed     Grief
Embarrassment     Fear/Scared     Frustrated
Guilt     Humiliation     Hurt     Jealousy
Judgment     Lonely     Overwhelmed     Regret
Sad     Shame     Vulnerability     Worried
How do I stay brave with someone who is angry or shutdown?

1. Get curious about what they are experiencing – ask questions, not answers.
2. Stay out of judgment
3. Don’t let it become contagious
4. Access your empathy
5. Practice compassion for both of you
6. Acknowledge the discomfort
7. Create a safe space to explore
Empathy is the antidote to shame?

https://www.youtube.com/watch?v=1Evwgu369Jw&feature=youtu.be
Empathy Attributes

1. Staying out of judgment – we practice non-judgment

2. Taking the other’s perspective – What is that experience like for you?

3. Understanding and connecting with the emotion you are hearing/observing.

4. Communicating our understanding about the emotion.

5. Mindfulness – holding space for their emotions without taking them on.
Compassion for Self

“Compassion is not a relationship between the healer and the wounded. It’s a relationship between equals. Only when we know our own darkness well can we be present with the darkness of others. Compassion becomes real when we recognize our shared humanity.”

Pema Chödrön
RUMBLING with Vulnerability
LIVING into Our Values
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de the four skill sets of courage
What have we covered so far that will help you stay brave and courageous in your leadership?
Part Two

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Certified Dare to Lead™ Facilitator
SKILL SET #2

Living into our Values

NO CAT POSTERS.
What are you core values?

A value is a way of being or believing that we hold most important. Living into our values means that we do more than profess our values, we practice them.

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

CURIOSITY & COURAGE
Operationalizing Your Values -
https://daretolead.brenebrown.com/

Operationalizing Your Values
A REFERENCE LIST OF BEHAVIORS

Operationalizing Your Values
A STEP-BY-STEP PROCESS FOR GROUPS AND TEAMS
SKILL SET #3

Braving Trust

CLEAR IS KIND. UNCLEAR IS UNKIND.
Clear is kind.

UNCLEAR IS UNKIND.
BRAVING
BRAVING Boundaries
BRAVING

Boundaries
Reliability
Accountability
BRAVING
Boundaries
Reliability
Accountability
Vault
BRAVING

Boundaries
Reliability
Accountability
Vault
Integrity
Non Judgment
BRAVING
Boundaries
Reliability
Accountability
Vault
Integrity
Non Judgment
Generosity
Create a BRAVING Trust Culture

Visit Dare to Lead Hub for downloads and put this into practice with your teams!

The BRAVING INVENTORY

Boundaries | You respect my boundaries, and when you’re not clear about what’s okay and not okay, you ask. You’re willing to say no.

Reliability | You do what you say you’ll do. At work, this means staying aware of your competencies and limitations so you don’t over promise 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 | You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply 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 | You extend the most generous interpretation possible to the intentions, words, and actions of others.
SKILL SET #4

Learning to Rise

CHECK THE CONSPIRACIES AND CONFABULATIONS.
We are masters at making up stories…….

“If others tell us something we make assumptions, and if they don't tell us something we make assumptions to fulfill our need to know and to replace the need to communicate. Even if we hear something and we don't understand, we make assumptions about what it means and then believe the assumptions. We make all sorts of assumptions because we don't have the courage to ask questions.”

Miguel Ruiz
The Four Agreements: A Practical Guide to Personal Freedom

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How to rise after a setback or disappointment…..

1. What is the story you are telling yourself? What assumptions are you making?

2. Circle back – check in, get curious, share your story and check it out…..

3. Find the learning......what is feeding your stories? What is a new story you want to create about this situation, person or yourself?
We are the brave and brokenhearted

https://vimeo.com/135475648
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What will you practice to show up braver at work?