

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.



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.



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: _____



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.



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.



WE ARE THE BRAVE AND BROKENHEARTED

There is no greater threat to the critics
And cynics and fearmongers
Than those of us who are willing to fall
Because we have learned how to rise.

With skinned knees and bruised hearts,
We choose owning our stories of struggle
Over hiding, over hustling, over pretending.

When we deny our stories, they define us.
When we run from struggle, we are never free.
So we turn toward truth and look it in the eye.

We will not be characters in our stories,
Not villains, not victims, not even heroes.

We are the authors of our lives.
We write our own daring endings.

We craft love from heartbreak,
Compassion from shame,
Grace from disappointment,
Courage from failure.

Showing up is our power.
Story is our way home.
Truth is our song.
We are the brave and brokenhearted.
We are rising strong.

BRENÉ BROWN

