<table>
<thead>
<tr>
<th>Armored Leadership</th>
<th>Total:</th>
<th>Daring Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Driving Perfectionism and Fostering Fear of Failure</td>
<td>1 2 3 4</td>
<td>Modeling and Encouraging Healthy Striving, Empathy, and Self-Compassion</td>
</tr>
<tr>
<td>2. Working from Scarcity and Squandering Opportunities for Joy and Recognition</td>
<td>1 2 3 4</td>
<td>Practicing Gratitude and Celebrating Milestones and Victories</td>
</tr>
<tr>
<td>3. Numbing: avoiding discomfort and hard situations.</td>
<td>1 2 3 4</td>
<td>Setting Boundaries and Finding Real Comfort</td>
</tr>
<tr>
<td>4. Propagating the False Dichotomy of Victim or Viking, Crush or Be Crushed (doing whatever is required-control, dominate, exert power, shutdown emotion-to ensure you’re never vulnerable)</td>
<td>1 2 3 4</td>
<td>Practicing Integration—Strong Back (grounded confidence and boundaries), Soft Front (vulnerable and curious), Wild Heart (being both fierce and kind)</td>
</tr>
<tr>
<td>5. Being a Knower and Being Right</td>
<td>1 2 3 4</td>
<td>Being a Learner and Getting It Right</td>
</tr>
<tr>
<td>6. Hiding Behind Cynicism</td>
<td>1 2 3 4</td>
<td>Modeling Clarity, Kindness, and Hope</td>
</tr>
<tr>
<td>7. Using Criticism as Self-Protection</td>
<td>1 2 3 4</td>
<td>Making Contributions and Taking Risks</td>
</tr>
<tr>
<td>8. Using Power Over: holding (using) power over others</td>
<td>1 2 3 4</td>
<td>Using Power With, Power To, and Power Within</td>
</tr>
<tr>
<td>9. Hustling for Our Worth: seeking validation and approval to a fault.</td>
<td>1 2 3 4</td>
<td>Knowing Our Value</td>
</tr>
<tr>
<td>10. Leading for Compliance and Control</td>
<td>1 2 3 4</td>
<td>Cultivating Commitment and Shared Purpose</td>
</tr>
<tr>
<td>11. Weaponizing Fear and Uncertainty</td>
<td>1 2 3 4</td>
<td>Acknowledging, Naming, and Normalizing Collective Fear and Uncertainty</td>
</tr>
<tr>
<td>12. Rewarding Exhaustion as a Status Symbol and Attaching Productivity to Self-Worth</td>
<td>1 2 3 4</td>
<td>Modeling and Supporting Rest, Play, and Recovery</td>
</tr>
<tr>
<td>13. Tolerating Discrimination, Echo Chambers, and a “Fitting In” Culture</td>
<td>1 2 3 4</td>
<td>Cultivating a Culture of Belonging, Inclusivity, and Diverse Perspectives</td>
</tr>
<tr>
<td>14. Collecting Gold Stars (leaders recognizing themselves, for themselves)</td>
<td>1 2 3 4</td>
<td>Giving Gold Stars (leaders recognizing/investing others before themselves)</td>
</tr>
<tr>
<td>15. Zigzagging and Avoiding: energy spent to avoid vulnerability</td>
<td>1 2 3 4</td>
<td>Straight Talking and Taking Action</td>
</tr>
<tr>
<td>16. Leading from Hurt</td>
<td>1 2 3 4</td>
<td>Leading from Heart</td>
</tr>
</tbody>
</table>

What is one shared commitment that everyone can make as a group to create a more daring leadership culture?
**Give Yourself Permission**

Permission slips are a great way to start building trust in a group and to start container building. If you’re working on your own, it’s a helpful tool to identify what might get in your way of learning and practicing new ways of showing up. Sometimes the first step in getting started is giving ourselves permission!

**Maybe you need to give yourself permission to:**

1. Stay open minded
2. Give yourself the time you need
3. Make a list of questions

**Or in a group setting, permission to:**

1. Show up to the group meetings
2. Ask for what you need
3. To pass during group sharing
4. Ask for more time

**Today, I give myself the permission to:**

_____________________________________

_____________________________________


**Container Building**

What do you need to show up and do the work?

_____________________________________

What will get in the way of you showing up and doing the work?

_____________________________________

What does support look like?

_____________________________________


**What is Brave Leadership?**

B ____________________________________________________________

R ____________________________________________________________

A ____________________________________________________________

V ____________________________________________________________

I ____________________________________________________________

N ____________________________________________________________

G ____________________________________________________________
**Tools from Today’s Session:**

**What Stands in the Way Becomes the Way**

In Dare to Lead, we learn about ten behaviors and cultural issues that leaders identified as getting in our way in organizations across the world.

1. We avoid tough conversations, including giving honest, productive feedback.
2. Rather than spending a reasonable amount of time proactively acknowledging and addressing the fears and feelings that show up during change and upheaval, we spend an unreasonable amount of time managing problematic behaviors.
3. Diminishing trust caused by a lack of connection and empathy.
4. Not enough people are taking smart risks or creating and sharing bold ideas to meet changing demands and the insatiable need for innovation.
5. We get stuck and defined by setbacks, disappointments, and failures, so instead of spending resources on clean-up to ensure that consumers, stakeholders, or internal processes are made whole, we are spending too much time and energy reassuring team members who are questioning their contribution and value.
6. Too much shame and blame, not enough accountability and learning.
7. People are opting out of vital conversations about diversity and inclusivity because they fear looking wrong, saying something wrong, or being wrong. Choosing our own comfort over hard conversations is the epitome of privilege, and it corrodes trust and moves us away from meaningful and lasting change.
8. When something goes wrong, individuals and teams are rushing into ineffective or unsustainable solutions rather than staying with problem identification and solving. When we fix the wrong thing for the wrong reason, the same problems continue to surface. It’s costly and demoralizing.
9. Organizational values are gauzy and assessed in terms of aspirations rather than actual behaviors that can be taught, measured, and evaluated.
10. Perfectionism and fear are keeping people from learning and growing.

**Living into Your Values – Are you ready to give feedback?**

You know you’re ready when you:

1. Can sit next to the person rather than across – removing the power differential
2. Are willing to put the problem “in front rather than between”– shifting from “you’re wrong” to “something needs to change”
3. Listen, ask questions and accept that you may not fully understand the issue.
4. Acknowledge what they did well, rather than picking apart mistakes.
5. Recognize their strengths and how you can use them to address challenges
6. Hold them accountable without shaming or blaming
7. Open to owning your part of the issue
8. Genuinely thank someone for their efforts rather than criticizing them for their failings
9. Can talk about how resolving the challenges will lead to growth and opportunity
10. Can model the vulnerability and openness you expect to see from them.
Dare to Lead, Read-Along Workbook:

What we did today:
- Permission Slips (pg. 4)
- Container Building (pg. 5)
- Armored versus Daring Leadership (pg. 15)

Daring Leadership Assessment

Considerations for taking this back to your team:

Consider purchasing the book and reading as a staff book club style.

Incorporate exercises from the workbook into your team meetings.

Have a Dare to Lead themed department retreat unpacking themes from the book and completing exercises from the workbook.

Meaningful Excerpts/Quotes to consider:

“Choosing our own comfort over difficult conversation is the epitome of privilege, and it corrodes trust and moves us away from meaningful and lasting change.”

“Self-awareness and self-love matter. Who we are is how we lead.”

“Fear is the emotion at the center of that list of problematic behaviors and culture issues—it’s precisely what you’d expect to find as the underlying barrier to courage.”

“If we want people to fully show up, to bring their whole selves including their unarmored, whole hearts—so that we can innovate, solve problems, and serve people—we have to be vigilant about creating a culture in which people feel safe, seen, heard, and respected.”

Other Helpful Resources:

Vulnerability + Self-Awareness + Candor = BRAVE Leadership (according to Dawna & Chloë)

7 Habits of Highly Effective Leaders - Stephen Covey - https://www.franklincovey.com/the-7-habits.html
Radical Candor – Kim Scott https://www.radicalcandor.com/