Welcome to our discussion of the insights presented by Brene Brown in **DARE TO LEAD.**

"When we dare to lead, we don't pretend to have the right answers; we stay curious and ask the right questions. We don't see power as finite and hoard it; we know that power becomes infinite when we share it with others. We don't avoid difficult conversations and situations; we lean into vulnerability when it's necessary to do good work."

1

IDENTIFY what is getting in the way. Brown's research of leaders identified 10 behavioral & cultural issues that get in the way of organizations around the world. Read the behaviors paraphrased below and check those that inhibit your organizations ability to perform to its best capabilities.

Write down the two most disruptive practices in your organization. After grouping together, discuss why you perceive these exist and how they inhibit group performance.

10 BEHAVIORS THAT GET IN THE WAY OF OUR ORGANIZATIONS

☐ Avoiding tough conversations including giving honest, productive feedback
☐ Spending unreasonable time managing problematic behaviors rather than proactively addressing fears upfront
☐ Diminished trust causing lack of connection and empathy in the group
☐ Fear of failure and ridicule is delivering status quo thinking, rather than smart risk taking and bold ideas
☐ Spending too much on hurt feelings after setbacks rather than fixing the initiating problems
☐ Too much shame and blame and not enough accountability and learning
☐ Opting out of vital conversations about diversity and inclusivity for fear of looking, saying, or being wrong
☐ Rushing to unsustainable solutions rather than staying with problem identification to solve the real problem
☐ Organizational values are assessed in terms of aspiration rather than teachable, measureable behaviors
☐ Perfectionism and fear are keeping people from learning and growing

"Fear is the emotion at the center of that list of problematic behaviors and culture issues." All leaders in Brown's research shared they regularly experience fear. The barrier to leading with courage is suiting-up with armor to protect ourselves. "When organizations reward armoring behaviors like blaming, shaming, cynicism, perfectionism, and emotional stoicism, we can't expect innovative work. You can't fully grow and contribute behind armor."

2

LEARN TO RUMBLE and take problems to the mat. "The rumble starts with this universal truth: In the absence of data, we will always make up stories. A rumble is 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." We do this to gain a shared story.

Here is an example of rumbling: We were on totally different pages. I simply said, "we're in very different places. Why don't we spend twenty minutes rumbling on how we got here, then circle back tomorrow and land on an approach? Walk me through all of the assumptions you are working off. What are y'all seeing as the goal of the training? Help me understand what you see as the benefit of this approach?"
Think of a time when you or a colleague was telling themselves a story that was different than how others perceived a situation? Did they fall back on statements in the "what rumbling is not" list below? Which of the rumbling tools below could have helped create understanding at a deeper level?

Share examples of situations where you might employ each of the rumbling tools.

RUMBLING		FAVORITE RUMBLING TOOLS
IS	**IS NOT**	The following are responses to dig deeper into meaning to understand what is being said at a deeper level.
• Curious • Honest • Courageous • Vulnerable • Brave • Scary • Done in a "safe container" • Operating from self-awareness • Sitting with tension and discomfort, but staying open	• "Okay, I get it! I'll work on it!" • Comfortable • Shutting down • Suck it up • Oversharing • Stealth intent • Without boundaries • Interrupting or jumping in • Operating from self-protection	1. The story I make up… What story are you telling yourself? 2. I'm curious about 3. That's not my experience. Can I share? 4. Help me understand -- paint a detailed picture for me… 5. Walk me through this 6. We're both dug in -- tell me your passion around this… 7. I'm working from these assumptions -- what about you? 8. What problem are we trying to solve? 9. What does support from me look like? 10. Can you say more?

"If we are brave enough often enough, we will fall."

"Daring is saying 'I'm willing to risk failure.' Daring is saying 'I know I will eventually fail, and I'm still all in.'"

3

DON'T USE ARMOR TO FORTIFY YOUR HURT. Know whose opinions matter. Brown says, "remember that armor is too heavy a price to pay to engage with cheap-seat feedback ... If you are not in the arena getting your ass kicked on occasion, I'm not interested in or open to your feedback. There are a million cheap seats in the world today filled with people who will never be brave with their lives but who will spend every ounce of energy they have hurling advice and judgment at those who dare greatly."[20] Don't hold on to hurtful comments.

Have you ever been the recipient of hurtful feedback from the "cheap seats"? How did it feel. What was the impact?

Read the list of ARMORED leadership below. Share a time you or a colleague has used armor. As a group, discuss how these examples might look different in the Daring Leadership model.

ARMORED LEADERSHIP	DARING LEADERSHIP
• Driving perfectionism and fostering fear of failure • Working from scarcity, squandering opportunities for joy and recognition • Being a knower and always being right • Numbing (with work, food, social media, shopping, television, alcohol, gambling, etc.) • Hiding behind cynicism • Using criticism as self protection • Using power over others • Weaponizing fear and uncertainty • Rewarding exhaustion as a status symbol and attaching self-worth to productivity levels • Tolerating discrimination and "fitting in" culture	• Modeling and encouraging healthy striving and self-compassion • Practicing gratitude and celebrating milestones • Being a learner and getting it right • Setting boundaries and finding real comfort • Modeling clarity, kindness, and hope • Making contributions and taking risks • Using power with, power to, and power within • Acknowledging, naming, and normalizing collective fear and uncertainty • Modeling and supporting rest, play, and recovery • Cultivating a culture of belonging, inclusivity, and diverse perspectives

4

BRAVING is an acronym for the seven behaviors that make up the anatomy of **TRUST**. Breaching any of these can cause a breakdown of trust. The **BRAVING** Inventory below can be used as a rumble tool to discuss the relationship around trust before "things fester and go bad .. ." **BRAVING** walks us through the elements of trust from a place of curiosity, learning and ultimately trust-building."

Think of a person with whom you would like (need) to have a conversation about your work relationship. Where do you think the breakdown occurred? Model how you might walk through the inventory with them. Remember to apply Brene's favorite rumbling tools from exercise 2.

7 BEHAVIORS OF THE BRAVING INVENTORY	EXAMPLE
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-compromise...and balance competing priorities.	
ACCOUNTABILITY: You own 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 confidential information with me.	
INTEGRITY: Choose courage over comfort, what is right over what is fun, fast, or easy. You practice your values rather than just profess them. Name an Integrity Partner you work with. This should be someone you can check into to make sure you are "acting in your integrity."	
NON-JUDGEMENT: I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgement. We can ask each other for help without judgement.	
GENEROSITY: You extend the most generous interpretation possible to the intentions, works, and actions of others.	

5

Return to those items you checked off in question 1. After all this discussion, can you think of tools you could introduce to your organization to improve this behavior. How would you introduce these?