

Leading with Courage for a Bravespace Workplace

Fluke Leadership Conference

"WHO WE ARE, IS HOW WE LEAD."

-Brene' Brown



7 THINGS PEOPLE NEED FROM WORK

- 1. TO MEET OUR BASIC NEEDS
- 2. TO CONTRIBUTE
- 3. TO BE SEEN
- 4. TO CONNECT
- 5. TO LEARN
- 6. TO FEEL SUPPORTED TO BE BRAVE
- 7. TO MAKE OUR LIVES WORK

5 LEVERS FOR CHANGE

1. WHO: THE HUMAN ESSENTIALS

ACT1. LEADERS WITH HEAD AND HEART HABITS ACT2. TEAMS WHO CARE

- 2. WHAT: A CONSCIOUS CULTURE
- 3. WHERE/WHEN: PURPOSEFUL DESIGN
- 4. WHY: MEANING AND CONTEXT
- 5. HOW: THE SOFT STUFF AND BEING REAL

Select Your Scenario

- 1. Consider which rumble tools or rumble starters might be helpful
- 2. Walk your Coach through your approach
- 3. Coach and observer give feedback

What strategies seem strong to you?

What questions do you have about their approach?

What additional ideas or suggestions do you have to help the conversation go well?

Practice Worksheet

1. When you consider today in total, what do you most want to remember back at work? Why?

2. What are you saying yes to with regard to how you show up as a leader with your team and in partnership? This might be in a realm where you have to be both brave and afraid, at the exact same time!

3. What will other people see you doing, saying, or not doing that will be evidence that you are practice courage as a leader?

4. Who do you consider in your "square squad" who might help you know how you aredoing in integrating these learnings into your life?

"People know their company through their immediate boss. End. Stop." - Moe Carrick

"To listen is to lean in softly, lean in soft with your heart // with a willingness to be changed by what you hear." -Mark Nepo

"The antidote to judgement is wonder. Wonder is the antidote." -lan Carrick

"Every person craves being able to contribute to something bigger than themselves and to feel that what they do matters." -Moe Carrick

RUMBLING SCENARIOS

Scenario 1

You are the supervisor of an employee on the Finance Team who is struggling with their role. You have noticed a pattern of overpromising and underdelivering with them, which is making it hard to gauge workload and make promises to customers. You have given him the feedback in your last two one-on-ones, but you learned of another missed deadline yesterday. How will you start the conversation you need to have with him about this pattern?

Scenario 2

A technical expert in your area continuously talks over people during project team meetings. These are not your meetings, but you attend as a key stakeholder. No one else seems overly bothered but you are noticing that because he talks so much and so often, other voices are rarely brought out in the open. You want to bring it up with him but are not sure where to start?

Scenario 3

You are a single man with no kids. You have noticed that your boss almost always asks you to travel to assignments instead of your colleague who is a young mother. You assume this is because he assumes that you can travel due to no family obligations, which you often can. At the same time, you long for more equity around the travel burden with work, but you are not sure how to talk to him about that without sounding selfish. How do you start?

Scenario 4

You supervise a team of 9 people who have all been working hard on a new implementation project. The team has asked you in a variety of ways for new staffing to share the load and reduce the overwhelm of the team. However, due to budget/resource constraints, you are unable to approve new headcount this year. How can you best communicate this to the team?

Scenario 5

You lead a group who is doing a terrific job innovating and trying new ideas for continuous improvement. You support their efforts and want them to continue to try new things in their efforts as they learn and grow, but you are aware that doing so may meet some short term "red" in terms of the quarterly goals. How will you communicate to upper management the value of the team's work despite a short-term goal miss?

Scenario 6

Your department is a support department for many other functions of the business. The team gets new requests every day for support, and at times it is very difficult to prioritize work. One of your supervisors is really struggling with saying no to any support requests, which results in occasional dissatisfaction from other groups who feel the supervisor "over promised and under delivered." How might you coach the supervisor about navigating priorities and saying no to internal clients?

Happy at Work doesn't Mean Thriving

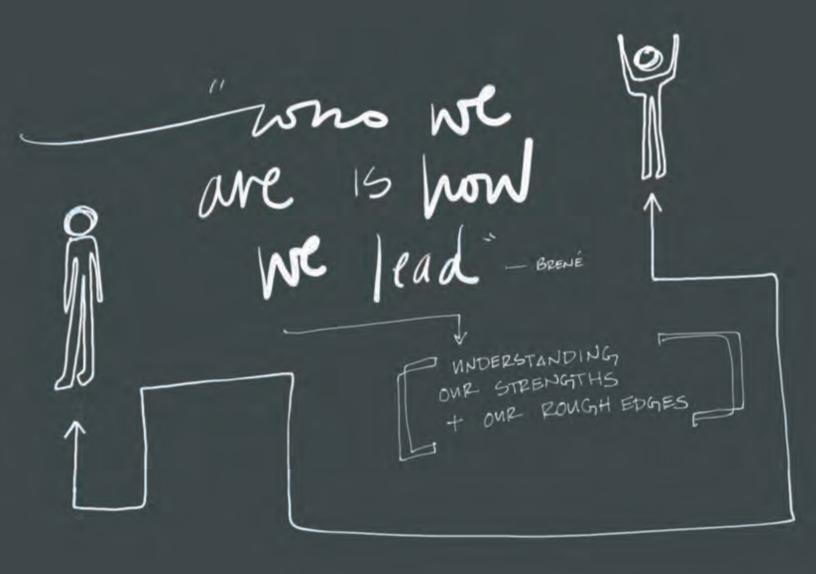


THRIVING doesn't promise Non-stop happiness

PEOPLE ARE MESSY.

We're complex and diverse and hard to understand without spending time together and communicating. We have needs, many of them, and we don't always know exactly what they are or how to meet them.

Most of us come to work wanting to do a good job.





THE STEP AFTER EMPATHY 15 NOT Problem Solving.



FEELING WITH EMPATHY





WHAT IS YOUR CALL TO COURAGE?





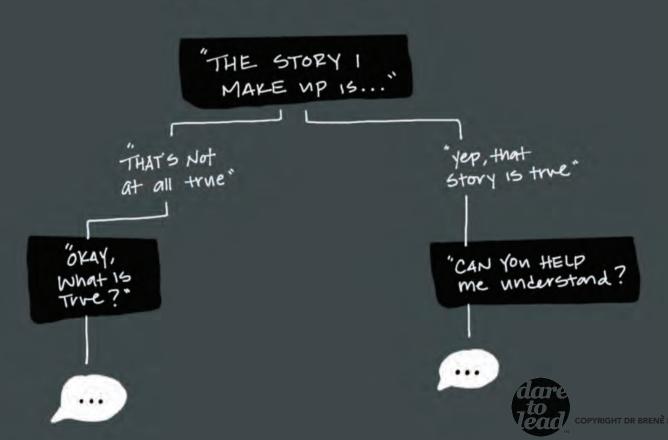
One where people can show up as they are, both perfect and flawed, and do great things together. Bravespace Workplaces activate, enliven, and tenderly support the complex humans that we are so that we can bring all of ourselves to work every day.

HOW DO YOU ARMOR UP?

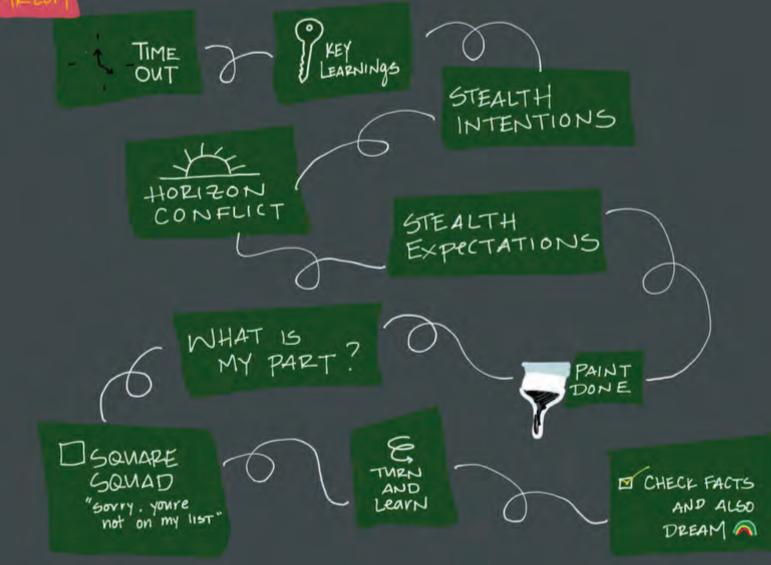




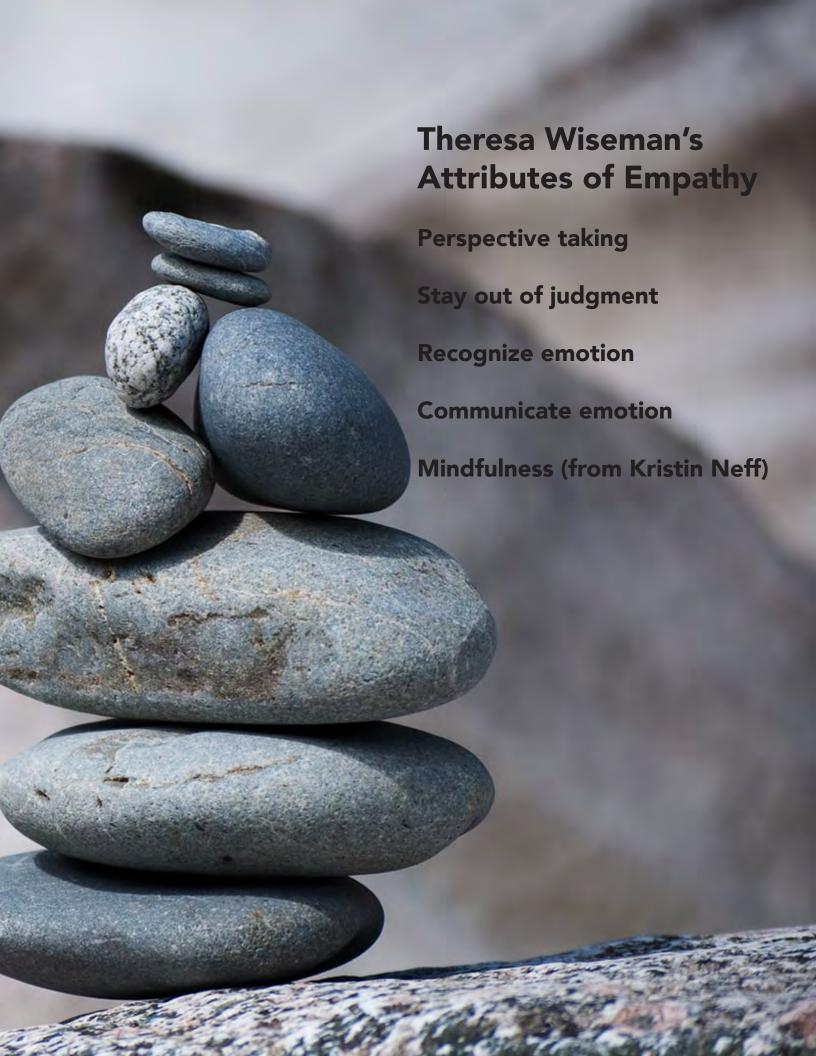
How to Rumble?



MR-2019









RUMBLING WITH VULNERABILITY
LIVING INTO OUR VALUES
BRAVING TRUST
LEARNING TO RISE





LIVING B.I.G

BOUNDARIES: getting clear on what's okay and what's not okay

INTEGRITY: choosing courage over comfort; choosing what is right over what is fun, fast and easy; and choosing to practice our values rather than simply professing them.

GENEROSITY: working from the assumptions and intentions of compassion and grace.

SHAME IS THE INTENSELY PAINFUL FEELING OR EXPERIENCE OF BELIEVING THAT WE ARE FLAWED AND THEREFORE UNWORTHY OF LOVE AND BELONING.

"Owning our story can be hard, but not nearly as difficult as spending our lives running from it. Embracing out vulnerabilities is risky, but not nearly as dangerous as giving up on love, belonging, and joy - the experiences that makes us the most vulnerable. Only when we are brave enough to explore the darkness will we discover the infiante power of our light."

SHAME 1-2-3'S

- 1. We all have it. Shame is universal and one of the most primitive human emotions that we experience. The only people who don't experience shame are those who lack the capacity for empathy and human connection.
- 2. We're all afraid to talk about shame. Just saying or hearing the word is uncomfortable.
- 3. The less we talk about shame, the more control is has over our lives.

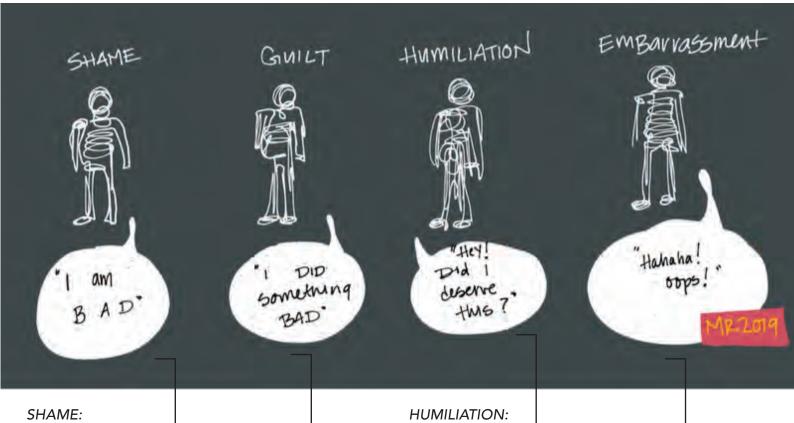


A LEADER IS:

Someone who takes responsibility for finding the potential in people or processes and has the courage to develop that potential.







"I am bad"
focus is on self, not behavior,
with the result that we feel alone.
Shame is never known to lead us
toward positive change."

GUILT:

"i did something bad" Focus on behavior. Guilt has the potential to motivate us toward positive change.

HUMILIATION:
The variable that
differentiates humiliation
is whether it is deserved.
"Did I deserve this?"

EMBARRASSMENT: Fleeting, often funny. I know I am not alone.



DEFINITION OF A RUMBLE

The word rumble has become more than just a weird West Side Story way to say, "Let's have a real conversation, even if it's tough." It's become a serious intention and behavior cue or reminder.

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, to take a break and circle back when necessary, to be fearless in owning our parts, and, as psychologist Herriet Lerner teachers, 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 hear and mind so we can serve the work and each other, not our egos.



