

DARE TO LEAP

MOMENTUM EXECUTIVE PROGRAM

dare to lead[™]
Based on the research of Brené Brown



MCDONALD GRAHAM
PSYCHOLOGY AT WORK

Brave Leaders & Courageous 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 holds herself or himself accountable for finding the potential in people or processes and developing that potential.” -Brené Brown

LEADERSHIP is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes.” -Joseph C. Rost



PERMISSION SLIPS

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:

- 1. *Stay open minded***
- 2. *Ask for what you need***
- 3. *Pass during group sharing***
- 4. *Ask for more time***
- 5. *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.



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.

MYTH #7

Systemic vulnerability and relational vulnerability are the same thing.



THE MYTHS OF VULNERABILITY

Thinking about the myths of vulnerability, complete or answer the following:

1. I grew up believing that vulnerability was . . .

2. For me, vulnerability feels like . . .
What does it physically feel like for me?
What does it emotionally feel like for me?
What am I thinking?

3. For each of the myths of vulnerability, how much do you need to “unlearn”? Use a scale of 1-5 (1=no unlearning necessary, 5= I need to unlearn and re-learn a lot).

- Vulnerability is weakness.
- I don’t do vulnerability.
- I can go it alone.
- You can engineer the uncertainty and risk out of relational vulnerability the same way you engineer it out of systemic vulnerability.
- Trust comes before vulnerability.
- Vulnerability is disclosure.
- Systemic vulnerability and relational vulnerability are the same thing.

4. If part or all of your job is minimizing systemic vulnerability, how does this shape your thoughts and feelings about the importance of relational vulnerability?



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 woman, person, leader, or whatever best captures who you are.



SECTIONS OF THE ARENA

THE CHEAP SEATS

Reserved for those always hurling advice, judgment, and criticism, but rarely stepping in the arena.

THE SEASON TICKET HOLDER

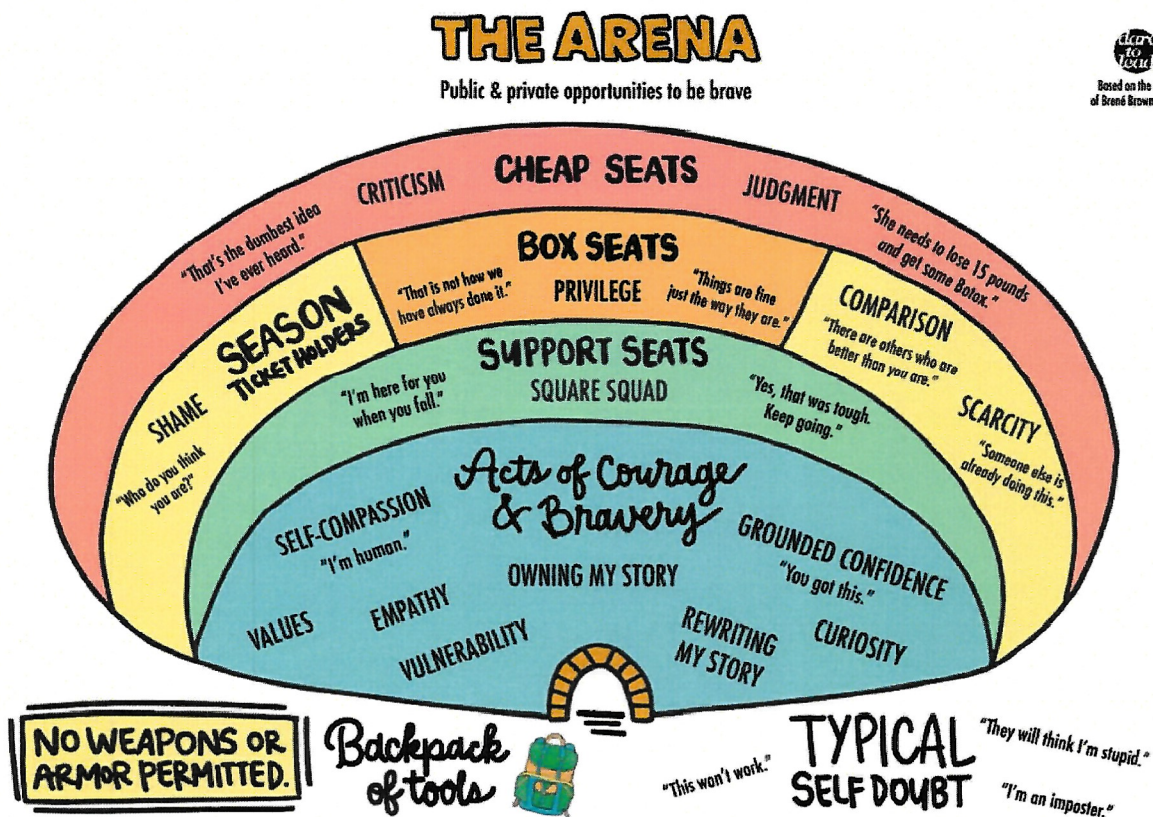
Comparison, scarcity, and shame always show up when we're trying to be brave.

THE BOX SEATS

These are the people who built the arena to benefit themselves and others they believe are "like them." Box seat holders determine our odds of success in the arena based on stereotypes, misinformation, and fear.

THE SUPPORT SECTION

The two most important seats in the arena are empathy and self-compassion.



Julie McDonald, Ph.D.
Lisa G. Graham, Ph.D.

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DRAW YOUR ARENA

Draw your arena below including the SUPPORT SEATS, SEASON TICKET HOLDERS, BOX SEATS, and CHEAP SEATS. Put the initials of the people who sit in these seats in your area. (Keep in mind that you may need to put your own initials in the audience!) Include any comments you remember hearing from each ticket holder.

What are the loudest messages in your arena? Who is sending them?



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“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.”

-Brené Brown

“Emotional literacy is the foundation of resilience, empathy, compassion, and self-awareness.” -Brené Brown

Which emotions are hardest for you to manage at work?

Anxiety	Fear	Judgment
Blame	Frustration	Loneliness
Curiosity	Gratitude	Love
Disappointment in Others	Grief	Overwhelm
Disappointment in Self	Guilt	Regret
Disgust	Happiness	Sadness
Embarrassment	Humiliation	Shame
Empathy	Hurt	Surprise
Excitement	Jealousy	Vulnerability
Exclusion	Joy	Worry



GETTING EMOTIONALLY HOOKED

Pick one of the emotions from the emotions list that is hard for you—one that shows up in difficult ways at work. Consider the following questions when thinking about the emotion you chose.

WHEN I EXPERIENCE THE EMOTION: _____

1. I'm feeling . . . (Affect or Emotion)

Where am I physically feeling this? How's my body responding?

2. I'm thinking . . . (Cognition)

Is there a thought constantly looping in my mind? What's my go-to thought process?

3. I do/I act . . . (Behavior)

What's the first thing I want to do? What is the only thing I want to do?



Situations That Often Hook Us Emotionally

Lack of respect
 Being treated unfairly
 Being unappreciated
 Feeling not being listened to or heard
 Feeling unimportant
 Feeling criticized
 Being held to unrealistic standards, expectations, deadlines
 Feeling someone is withholding information

Emotions We Often Feel When Hooked

Anxiety	Vulnerability
Blame	Worry
Disappointment	Loneliness
Disgust	Fear/scared
Embarrassment	Grief or sadness
Jealousy	Guilt
Overwhelm	Humiliation
Regret	Hurt
Shame	Judgment

Signs In Our Body That We Often Feel When Hooked

Perspiration	Lightheaded/dizzy
Increased heart rate	Raised eyebrows
Irregular breathing	Looking away
Muscle tension	Clenched fists
Tightened jaw	Glaring
Pupils dilated	Talking faster
Full feeling or pressure in chest	Talking more slowly
Queasy feeling in stomach	Furrowed brows
Jittery	Pursed lips
Flushed face	Squinting eyes
	Arms crossed

Behaviors We Often Exhibit When Hooked

Blaming others (or self)	Over-reacting
Shaming others (or self)	Responding impulsively
Hiding mistakes	Getting stuck and doing nothing
Withdrawing	Beating up on self
Avoiding tough conversations	Lashing out
Yelling	Trying to please others
Getting quiet	Comparison
Talking about people instead of talking to people	Physical violence
Spreading rumors	Verbal abuse
Hustling for our worth	Giving up
Perfectionism	Talking loudly
	Avoiding eye contact



OFFLOADING HURT: BARRIERS TO RECKONING WITH EMOTION

Offloading describes the various unproductive ways that we “manage” or discharge emotion when we are trying to avoid feeling it. Below are some examples of offloading hurt.

1. The hurt is packed so far down that it erupts as an intense emotional reaction.
 - A seemingly innocent comment sends me into a rage or sparks a crying fit.
 - A small mistake triggers a huge shame attack.
 - Constructive feedback hits a tender place, and I jump out of my skin.
2. The hurt is packed so far down that it emerges as physical symptoms.
 - I have a headache every day at the end of the day.
 - I can't sleep at night.
 - I'm exhausted all the time.
 - I don't feel like getting out of the bed in the morning.
3. Using anger, blame, and avoidance when getting too close to emotion.
 - Anger: It is easier to get mad or turn to, “I don't care” than to say, “I am hurt.”
 - Blame: Fault-finding, making excuses, inflicting payback, lashing out as self-protection.
 - Avoidance: Thinking “I'm fine – no worries,” or pretending it doesn't matter, or saying, “whatever.”
4. I take the edge off of emotion with . . .
 - Alcohol, drugs, food, work, money, caretaking, gambling, affairs, shopping, planning, perfectionism, the internet, etc.
5. I experience emotional paralysis.
 - If I recognize my hurt, fear, or anger, I will get stuck. I won't be able to move backward and pretend that it doesn't matter but moving forward might open a floodgate of emotion I can't control.
 - I refuse to talk about how I really feel.
6. My outside doesn't match my inside.
 - I'm overly sweet and accommodating when I feel resentful, hurt, frustrated, etc.
 - I say yes when I mean no.
 - Sometimes my niceness is inauthentic, and I feel like a ticking bomb.



Mindfulness

Definition from the Greater Good Science Center at the University of California, Berkeley:

Mindfulness means maintaining a moment-by-moment awareness of our thoughts, feelings, bodily sensations, and surrounding environment.

Mindfulness involves acceptance, meaning that we pay attention to our thoughts and feelings without judging them—without believing, for instance, that there’s a “right” or “wrong” way to think or feel in a given moment.

When we practice mindfulness, our thoughts tune into what we’re sensing in the present moment rather than rehashing the past or imagining the future.

“The research participants who taught me the most about breathing occupy what we would traditionally think of as opposite sides of the professional continuum: yoga teachers, meditation leaders, and mindfulness practitioners on one side and soldiers, firefighters, first responders, and elite athletes on the other.”

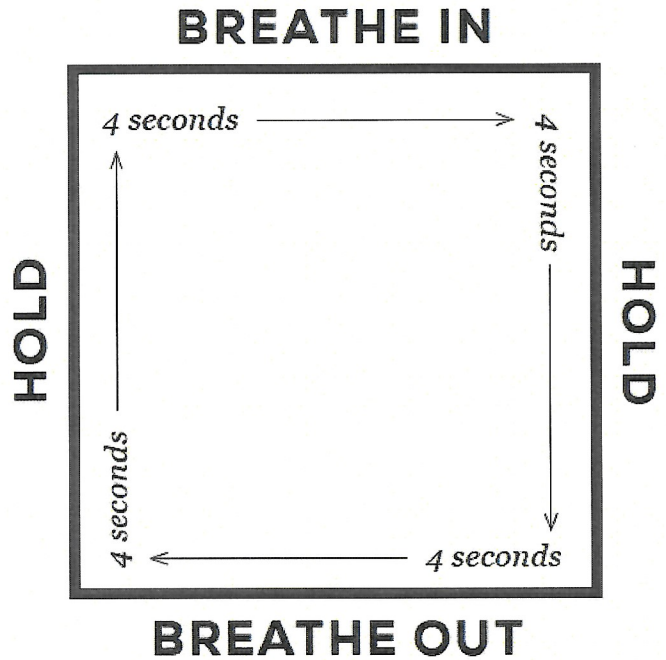
-Brené Brown



STRATEGIES FOR RECKONING WITH EMOTION

Tactical Breathing

1. Inhale deeply through your nose, expanding your stomach, for a count of four – one, two, three, four.
2. Hold in that breath for a count of four – one, two, three, four.
3. Slowly exhale all the air though your mouth, contracting your stomach, for a count of four – one, two, three, four.
4. Hold the empty breath for a count of four – one, two, three, four.



What is another technique you use to calm yourself in a difficult situation?

DEFINITION OF CALM: creating perspective and mindfulness while managing emotional reactivity.



WRITING MY SFD

“When we deny our stories and disengage from tough emotions, they don’t go away; instead, they own us; they define us. Our job is not to deny the story, but to defy the ending—to rise strong, recognize our story, and rumble with the truth until we get to a place where we think, Yes. This is what happened. This is my truth. And I will choose how this story ends.”

-Brené Brown

Choose a disappointment or failure to use as you practice the Learning to Rise process. You may pick a current or past situation. These will not be shared in the group but will be shared with a partner. The situation I will write about is:

SFD WRITING PROMPTS:

The first thing I want to do:

My thinking:

My emotions (I was hooked by...)

My beliefs:

My body:

My actions:



WRITING MY SFD

Write your SFD. The unedited, unfiltered story I made up or the story I told myself:

SFD CHECKLIST:

- Honest Unfiltered Unedited Possibly Unshareable



REWRITING OUR STORIES

Work with your partner to write an alternate draft of your SFD. What are alternate stories you can tell that are based on FACTS?



WRITING MY SFD: THE LEAP

What is the story I am telling myself that may prevent me from taking my LEAP?

Write your SFD. The unedited, unfiltered story I am making up or the story I am telling myself:

SFD CHECKLIST:

- Honest Unfiltered Unedited Possibly Unshareable



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Let's stay in touch!

