What do you need to **give yourself permission** to do, feel, or not to do to **show up** for this session?
Q1. WHAT KEEPS YOU UP AT NIGHT THESE DAYS, OR MAKES YOUR ROLE CHALLENGING?
Q2. Describe the last time you asked for help. What was that like for you?
Q3. WHAT IS YOUR LEADERSHIP SUPERPOWER*?

*AN ATTRIBUTE YOU HAVE THAT YOU CAN ALWAYS COUNT ON WITHOUT A LOT OF EXTRA EFFORT.
Q4. WHERE DO YOU SOMETIMES FEEL INSECURE OR INADEQUATE AT WORK/IN YOUR ROLE?
WHAT STRUCK YOU ABOUT THE CONVERSATIONS YOU JUST HAD?
CHOICE

1. Listen

2. Speak

3. Your Truth

4. One-to-One

5. Outcomes

6. Be Present

Tend to Safety

Agreements to Create Container
WHY DO YOU WORK?
- Work
- Everything Else
Thriving and Happiness

Not the same

Can co-exist

Rewarding work is not always...
1. To meet our basic needs
2. TO CONTRIBUTE
4. TO CONNECT
5. TO LEARN
6. TO FEEL SUPPORTED
7. TO MAKE OUR LIVES WORK
Seven Needs at Work

- The Basics
- To Contribute
- To Be Seen
- To Connect
- To Learn
- To Feel Supported
- To Make Our Lives Work
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.
 BRAVE SPACE WORKPLACE

One where people can show up as they are, both perfect and flawed, and do great things together. Bravospace Workplaces activate, enliven, and tenderly support the complex humans that we are so that we can bring all of ourselves to work every day.
WHAT ROLE DO YOU THINK LEADERS PLAY IN CREATING A BRAVESPACE WORKPLACE?

HOW DO THEY DO IT?
5 Levers of a BraveSpace Workplace

I. Who - Human Essentials
II. What - Culture Matters
III. Where/When - Design
IV. Why - Meaning/Context
V. How - The Soft Stuff
2 questions:

Who am I?

Who am I with you?
"Who we are is how we lead." - Brene

Understanding our strengths + our rough edges
A LEADER IS:

Someone who takes responsibility for finding the potential in people or processes and has the courage to develop that potential.
RUMBLING with Vulnerability
LIVING into Our Values
BRAVING Trust
LEARNING to Rise

the four skill sets of courage
Tough Conversations
Fears and Feelings
Corroding Trust
Stuck in Setbacks
Lack of Innovation
Problem Solving/Action Bias
Inclusivity, Diversity + Equity
Shame and Blame
Gauzy Values
Perfectionism

barriers
to
courage
VULNERABILITY = Risk, Uncertainty and Emotional Exposure
MYTHS OF VULNERABILITY

Vulnerability is weakness
I don’t do vulnerability
I can do it alone
You can engineer the uncertainty out
Trust comes before vulnerability
Vulnerability is disclosure
“EMBRACE THE SUCK”
Shame is the intensely painful feeling or experience of believing that we are flawed and therefore unworthy of love and belonging.
WHAT is YOUR CALL TO COURAGE

WHERE do you want to be braver
Theresa Wiseman’s Attributes of Empathy

- Perspective taking
- Stay out of judgment
- Recognize emotion
- Communicate emotion

Mindfulness (from Kristin Neff)
The step after empathy is not problem solving.

Feeling with empathy

Feeling for sympathy
Armored Leadership versus Daring Leadership
We are always a little of all.

ARMORED  ○  ○  ○  DARING
How do you armor up?
WHAT IMPACT DOES YOUR OWN ARMOR HAVE ON YOUR TEAM?

WHAT IMPACT COULD IT HAVE IF YOU TOOK OFF THAT ARMOR A BIT?
IT IS NOT THE CRITIC WHO COUNTS; NOT THE MAN WHO POINTS OUT HOW THE STRONG MAN STUMBLING, 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 & SWEAT & BLOOD.

WHO STRIVES VALIANTLY, WHO ERRS, WHO COMES SHORT AGAIN & AGAIN.

BECAUSE THERE IS NO EFFORT WITHOUT ERROR AND SHORTCOMING; BUT WHO DOES ACTUALLY STRIVE TO DO THE DEEDS: WHO KNOWS GREAT ENTHUSIASMS, THE GREAT DEVOTIONS; WHO SPENDS HIMSELF IN A WORTHY CAUSE; 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,

SO THAT HIS PLACE SHALL NEVER BE WITH THOSE COLD AND TIMID SOULS WHO NEITHER KNOW VICTORY NOR DEFEAT.

EXCERPT FROM "THE MAN IN THE ARENA" BY: THEODORE ROOSEVELT.
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 Harriet Lerner teaches, to listen with the same passion with which we want to be heard.
How to Rumble?

"THE STORY I MAKE UP IS..."

"THAT'S NOT AT ALL TRUE"

"Okay, what is true?"

"YEP, THAT STORY IS TRUE"

"CAN YOU HELP ME UNDERSTAND?"
Rumble Starters:

01. The story I make up . . .
02. I’m curious about . . .
03. Tell me more.
04. That’s not my experience (instead of “You’re wrong about her, him, them, it, this . . .”).
05. I’m wondering . . .
06. Help me understand . . .
07. Walk me through . . .
08. We’re both dug in. Tell me about your passion around this.
09. Tell me why this doesn’t fit/work for you.
10. I’m working from these assumptions—what about you?
11. What problem are we trying to solve?
Rumble Tools

TIME OUT

TAKE A MINUTE AND THEN COME BACK.

HORIZON

CONFLICT

EVERYONE LOOKING AT THE WHOLE PICTURE, NO MATTER THEIR POSITION IN THE COMPANY.

TURN & LEARN

A WAY TO SHARE INPUT AT THE SAME TIME WE FOCUS ENOUGH.

SELF-PROTECTIVE MOTIVATION THAT CAN LEAD TO BEHAVING OUT OF OUR VALUES.

STEALTH INTENTIONS

STEALTH EXPECTATIONS

A DESIRE OR EXPECTATION THAT HAS NOT BEEN EXPRESSED TO THE WHOLE GROUP.

GRITTY FACTS

GRITTY FAITH

DREAMING BIG AND CHECKING THOSE DREAMS WITH THE FACTS

YOU MUST HAVE BOTH.

KEY LEARNINGS

TAKE AWAY FROM A SIMPLE SQUAD.

THE SHORT LIST OF PEOPLE WHO'S OPINIONS MATTER.
GROUNDED CONFIDENCE

=RUMBLING SKILLS + PRACTICE + CURIOSITY
SKILL SET #2

Living into our Values

NO CAT POSTERS.
Hang in There, Baby!

huh?
Daring leaders who live into their values are never silent about hard things.
BRAVING
Boundaries
Reliability
Accountability
Vault
Integrity
Non Judgment
Generosity
B I G

Boundaries
What is okay, what isn't okay.

Generosity
Giving people the benefit of the doubt.

Integrity
Doing what you say you will. Living in your values.
SKILL SET #4

Learning to Rise

CHECK THE CONSPIRACIES AND CONFABULATIONS.
When we get emotionally hooked:

Be Curious
Recognize Emotion
Use Story
Beware Offloading Hurt
What will you do next?
1. WHAT DO YOU NEED TO LET GO OF IN ORDER TO SHOW UP MORE WHOLEHEARTEDLY AT WORK?

2. WHAT ACTIONS DO YOU THINK ARE IMPORTANT FOR YOU TO TAKE TO DEEPEN YOUR COURAGE PRACTICE?

3. WHAT SUPPORT WILL HELP YOU DO THIS/FROM WHOM?

4. WHAT RESULTS WILL THIS ACTION GIVE YOU?
We must be guardians of spaces that allow students to breathe, be curious, and to explore.
Thank you!

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https://bbeval.com/efph3c/