Curbside Service for Armored Leadership
9.23.19
Welcome!

While we’re getting settled...
Please select one word that describes your reason for coming today...and share it on the PollEverywhere Page
Daring leaders who live into their values are never silent about hard things.
We desperately need more leaders who are committed to courageous, wholehearted leadership and who are self-aware enough to lead from their hearts, rather than unevolved leaders who lead from hurt and fear.

Brené Brown
"What Stands in the Way Becomes the Way"
People do well if they wanna...

People aren’t doing their best...

People do well if they can...

People are doing their best...
“The discomfort of cognitive dissonance is what drives meaningful change more so than the use of shame...”
Personal Exploration & Meaning Making
“Flipping One’s Lid”

Prefrontal cortex
P.F.C.
"THE WISE LEADER"

"Flipped Your Lid"

The big emotions, anger, fear, anxiety etc...
The AMYGDALA - The alarm center
Acts on instinct
fight, flight or freeze
## Convo Vocab

<table>
<thead>
<tr>
<th>Connection</th>
<th>Being seen, heard, and valued</th>
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</thead>
<tbody>
<tr>
<td>Shame</td>
<td>Fear of disconnection</td>
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<tr>
<td>Vulnerability</td>
<td>Uncertainty, risk, &amp; potential emotional exposure</td>
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<tr>
<td>SFD</td>
<td>Silly First Draft</td>
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</table>
What do you need to give yourself permission to do, feel, or not do to show up for this conversation about our team?

Sometimes the first step in getting started is giving ourselves permission. Maybe you need to give yourself permission to:

01. Stay open minded
02. Give yourself the time you need
03. Make a list of questions
1. CONTAINER BUILDING

Establish needs, barriers, and support
Mark which behaviors and cultural issues are getting in the way of your team supporting each other in serving the students you are responsible for growing?
“We need to trust to be vulnerable, and we need to be vulnerable to build trust.”
“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
Armoring Up...

- We all use armor to protect ourselves, but that armor is heavy and prevents us from growing, being seen, and being in connection with others.

- When we’re in fear, or an emotion is driving self-protection, there’s a fairly predictable pattern of how we assemble our armor, piece by piece...
Story I’m Making Up...
“Shame has to be recognized and talked about to get from underneath it...shame derives its power from being unspoken...shame and fear are almost always driving...the last thing people who are living outside of their values need is shame...accountability and empathy, yes...more shame just makes them more dangerous. Where shame exists, empathy is almost always absent”

-Brene Brown (2018)
Our levels of **Vulnerability & Shame** impact our ability to regulate, respond, and reflect...

What are some reasons people exhibit challenging behaviors?
Shame Shields

- **Moving Away:** Withdrawing, hiding, silencing ourselves and keeping secrets
- **Moving Towards:** Seeking to appease and please
- **Moving Against:** Trying to gain power over others, being aggressive, and using shame to fight shame
How is shame showing up in your team?

- Perfectionism
- Favoritism
- Gossiping
- Back-channeling
- Comparison
- Self-worth tied to productivity
- Harassment

- Discrimination
- Power over
- Bullying
- Blaming
- Teasing
- Cover-ups
“We have to cultivate a culture in which brave work, tough conversations, and whole hearts are the expectation, and armor is not necessary or rewarded.” - Brené Brown
“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.”

- Brene Brown, Dare to Lead (2018)
Rumbling Tools...

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?
Self-Awareness

Identifying Lagging Skills Internally and Externally
Self-Awareness: Get Curious

- What more do I need to learn and understand about the situation?
  - What do I know objectively?
  - What assumptions am I making?
- What more do I need to learn and understand about the other people in the story?
  - What additional information do I need?
  - What questions or clarification might help?
- What more do I need to learn and understand about myself?
  - What’s underneath my response?
  - What am I really feeling?
  - What part did I play?
User Manual
Using an anticipated situation...reflect on the following questions

1. How will you know that you’re hooked emotionally?

2. What will you do about your “Silly First Draft”?

3. How will you know your “armor” is coming down?

4. How will you respond with empathy?
At the end of the day, at the end of the week, at the end of my life, I want to be able to say that I contributed more than I criticized.

Brené Brown
self-worth is so vital to your happiness. If you don't feel good about YOU, it's hard to feel good about anything else.

Mandy Hale

or anyone else...
Owing our story and loving ourselves through that process is the bravest thing we’ll ever do.

Brené Brown