


**Leadership Development**  
**Courageous**  
**Conversations**




Presented by Debra J. Jarvis  
[www.visioningvalues.com](http://www.visioningvalues.com)

**Courageous Conversations**

**Organizations Need Candor**  
**The Way the Heart Needs Oxygen**

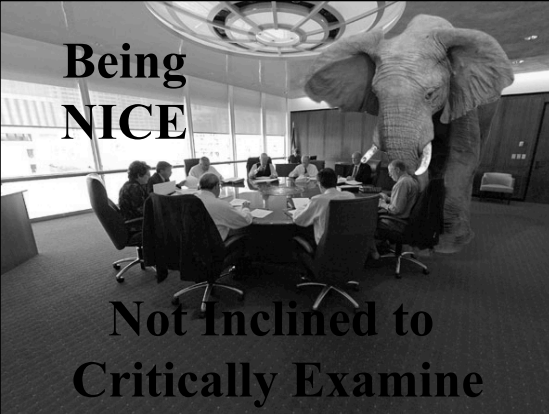
- Open, honest dialogue happens only when leaders insist on it.
- Transparency is one evidence of an organization's moral health



*"The truth that makes men free is for the most part, the truth which men prefer not to hear."*  
 From Herbert Agar's 1942 book A Time For Greatness.

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**Being NICE**




**Not Inclined to Critically Examine**

**Courageous Conversations**

**Getting to Know You Better**  
 Take 1-2 minutes each to tell someone that you don't know


- Your Name, position, organization
- What your favorite vacation place/activity is and why
- Who is someone in your life who really inspired you or made you want to be a better person and why



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**The measure of a wise person is the ability to entertain an idea.** Aristotle




*"Seek First to Understand, Then to be Understood"* Stephen Covey

- ☐ Consider communicating for the purpose of understanding, not changing someone's mind
- ☐ Avoiding discomfort blocks individual and organizational learning

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**Developing Self Awareness**  
*A critical skill for enhancing leadership skills is FIRST understanding ourselves.*



*Without self-awareness, you will be a mystery to yourself, and you'll be in the dark about how you come across to your co-workers.*

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## Assessing Your Integrity

Are you the same person in public as you are in private?

*"In the course of history, there comes a time when humanity is called to shift to a new level of consciousness, to reach higher moral ground. A time when we have to shed our fear and give hope to each other. That time is now." Dr. Wangari Maathai,*

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## Dungy on Integrity


"From a leadership standpoint, I want to display integrity with my players. They have to be able to count on me to be the same, no matter what. If I tell them something about my personal life and I don't follow through on it, how can they believe anything I try to teach them on the field? To have that trust and have them follow me as a leader, they have to believe in me. Integrity goes hand-in-hand with trust. You can't have a good player-coach relationship or a good staff relationship without trust . . . When you're looking to develop these core values, my advice is to practice. If you only practice one day a week you're never going to be as good as if you practice every day . . . The more you practice those values, the easier they become, and the better you get."

\*http://www.charmefactory.com/vslitemDisplay.asp?method=display&objectid=57821149-651BC-4D97-9FEBAD590F783CCC

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## What is the difference between Leadership and Authority or Management?


<b>Expectations of Authority</b> <ul style="list-style-type: none"> <li>■ Direct</li> <li>■ Protect</li> <li>■ Maintain Order</li> </ul>		<b>Leadership Involves</b> <ul style="list-style-type: none"> <li>■ Risk Taking</li> <li>■ Experimentation</li> <li>■ Exceeding Authority</li> </ul>
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## Understanding Self versus Role

If you take criticism personally, then your self-esteem becomes a distracter



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## Time Magazine December 2002

Cynthia Cooper – Worldcom  
Sherron Watkins – Enron  
Collen Rowley – FBI



**PERSONS OF THE YEAR 2002**

By risking everything to blow the whistle at WorldCom, Enron and the FBI, CYNTHIA COOPER, SHERRON WATKINS and COLLEEN ROWLEY reminded us of what American courage and American values are all about


WATKINS Enron ROWLEY The FBI COOPER WorldCom READ THE STORY >>>

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## What are Your Core Values?

**Personal core values**

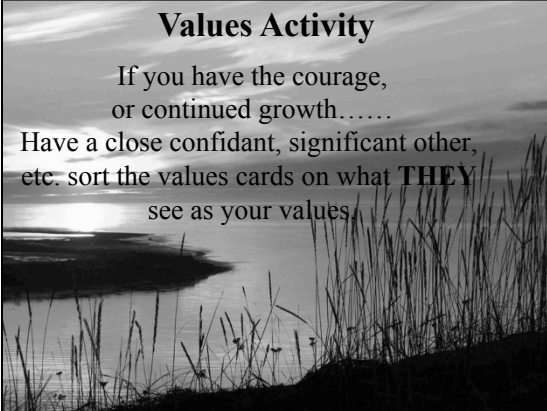
- ☐ Established early in life
- ☐ Modified only in response to significant events
- ☐ Often not recognized until put to the test



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## Values Activity


If you have the courage,  
or continued growth.....  
Have a close confidant, significant other,  
etc. sort the values cards on what **THEY**  
see as your values.




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## Technical vs Adaptive Challenges

- **Technical Problem**
  - Solution already exists – the current “know-how” policies, procedures and structure resolves problem
- **Adaptive Problem**
  - Requires new way of thinking; requires the organization to change or it will decline//fail
- **Indicators of adaptive challenges**
  - Problem won't go away
  - Crisis develops
  - Technical solution don't work

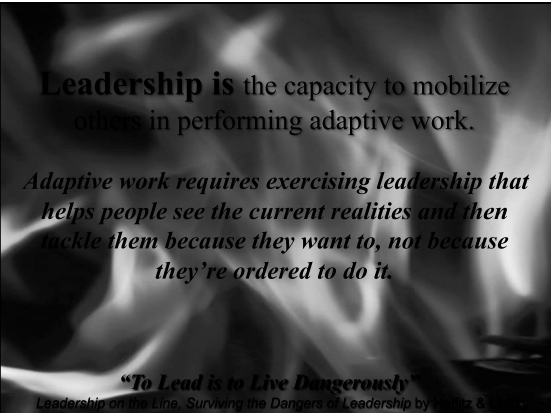


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**Leadership is the capacity to mobilize others in performing adaptive work.**

*Adaptive work requires exercising leadership that helps people see the current realities and then tackle them because they want to, not because they're ordered to do it.*


**“To Lead is to Live Dangerously”**  
*Leadership on the Line, Surviving the Dangers of Leadership by Paul H. Werhane & John W. Burt Foster*



**Courageous Conversations**

## Agreements for Courageous Conversations and Active Listening

- Stay engaged.
- Experience discomfort.
- Speak your truth.
- Expect and accept non-closure.
- Maintain confidentiality.
- Listen with the intent to learn.
- Suspend judgment.



Do one brave thing today... then run like hell.

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## Creating Safe Space Courageous Conversations

1. Share Observations, not judgement
2. Express Feelings, not thinking
3. Express Needs, not solutions
4. Make a request, not a demand




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Courageous Conversations

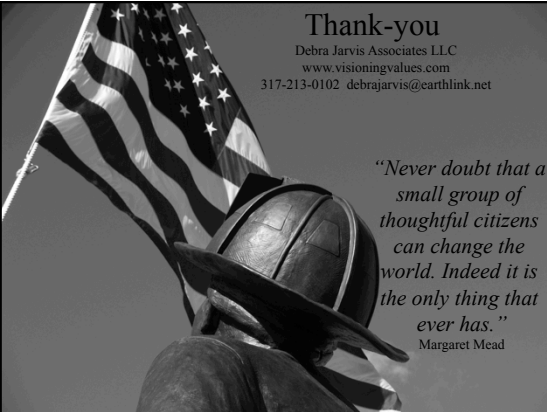
## Practice Courageous Conversations

*"Our lives begin to end the day  
we become silent about things that matter."*  
Dr. Martin Luther King, Jr.

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©



## Thank-you

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*"Never doubt that a  
small group of  
thoughtful citizens  
can change the  
world. Indeed it is  
the only thing that  
ever has."*  
Margaret Mead