



COURAGE

1. Courage

2. Types of Courage

3. Courageous Leadership

**4. How DMG grows
Courageous Leaders – Cases**

5. How can you build Courage



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Course Expectations

1. MICRO-INNOVATOR by consistently seek out small but powerful ways to improve our business to make it easier, better or faster.
2. PROBLEM SOLVER by caring about what's not working and wants to make it better, fix it.
3. CUSTOMER ADVOCATE who sees through customers' eyes and speaks up on their behalf, look for ways to improve customers' experience.



NELSON MANDELA

(1918-2013)

I learned that courage was
not the absence of fear,
but the triumph over it.
The brave man is not he
who does not feel afraid,
but he who conquers that fear.

- Courage is *mental* or *moral* strength to undertake, persevere and withstand danger, fear, or difficulty.
- Contrary to popular belief, courage is a teachable and learnable skill, and most everyone has the capacity to be courageous.
- Courage is also Contagious
- Fear is an invitation to courage, accept the invitation!

Types of Courage

1. TRY Courage

- Action and initiative.
- Certainly, it is easier not to do something than to do it “*comfort zones.*”
- It takes courage to TRY something especially doing it for the first time.
- The risk associated with it, is that your courageous actions may harm you, and, perhaps more importantly, other people.
- It is the risk of harming yourself or others that most commonly causes people to avoid TRYING.

2. TRUST Courage

- Resisting the temptation to control other people.
- It is not about “*action*” rather “*inaction*” or “*letting go*” of control.
- With TRUST Courage, you step back and follow the lead of others. A common example of TRUST Courage is *delegation*.
- TRUST Courage is very hard for controlling people and those who have been burned by trusting people in the past.
- The risk associated with TRUST Courage isn't that you will harm other people, but that by trusting them, they might harm you. By trusting others, you open yourself up to the possibility of your trust being misused.

3. TELL Courage

- Courage of the *voice*.
- What is needed to tell the truth, regardless of how difficult it may be for others to hear.
- It requires independence of thought.
- We use our TELL Courage when we take responsibility for a mistake or offer an apology, confrontation such as providing difficult feedback to a peer or boss.
- TELL Courage can be scary and comes with risks too.



Associated with:

- Having initiative
- Leading

Requires:

- Overcoming inertia

Risks:

- Your actions may harm others.



Associated with:

- Being receptive and open
- Following

Requires:

- Letting go of control

Risks:

- Other people's actions may harm you.



Associated with:

- Truth telling
- Asserting one's opinions

Requires:

- Conviction

Risks:

- Exposing your opinions may cause you to be cast out of the group.

QUIZ: Examples of situations that can require workplace courage:

1. Implementing disciplinary action against an underperforming staff
2. Confronting your boss who engages in unprofessional behavior towards you or others
3. Explaining to staff why you believe layoffs are necessary
4. Deciding to alter long-established business practices when you believe change is required
5. Leading efforts to promote diversity, inclusion and gender equity
6. Expressing your opinion when you know it won't be popular
7. Filing an HR harassment complaint against another employee
8. Admitting to both yourself and your team that you made a mistake.

Why is Courage so important?

- As Aristotle called courage the first virtue, it makes all of the other virtues possible.
- The entire workforce wins when everyone shows up to work each day with more courage. With less fear and more courage, employees take on harder projects, deal better with change and speak up more willingly about important issues. In short, courageous workers try more, trust more and tell more.



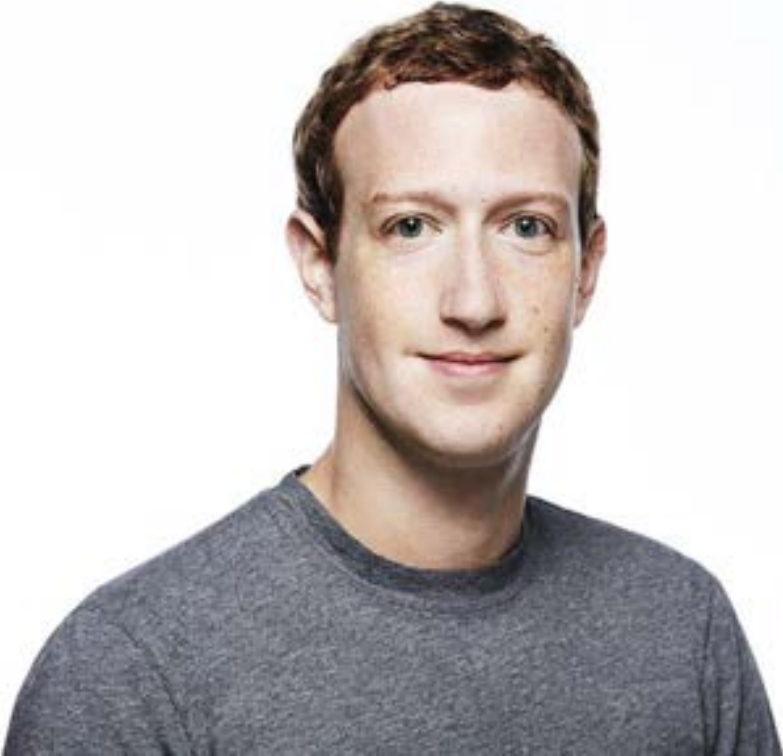
**COURAGEOUS
LEADERSHIP**

- Willingness and daring to push forward despite the challenges/pressures!
- Making bold decisions
- Taking risks ~ Calculated risks
- Staying the course/patience

Courageous Political Leaders



Courageous Business Leaders



“Courage is the **first** of human **virtues** because it makes all others possible”

Aristotle



How DMG grows Courageous Leaders

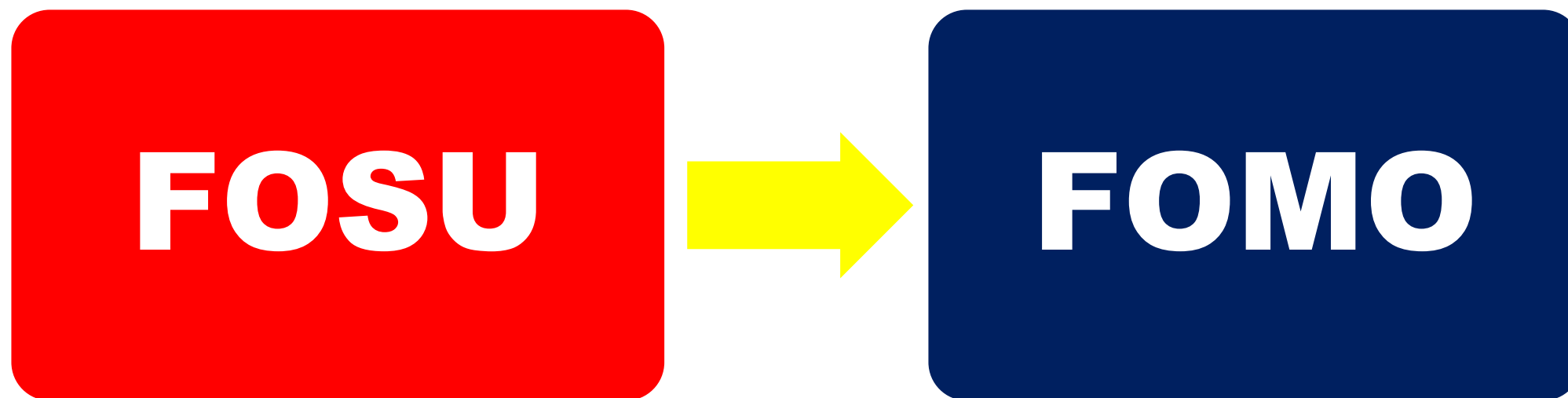
1. Living the NURU Way (Organization Culture)
 - Cohesion ~ Team-building, Lunch Sessions
 - Shared Vision ~ Ownership, Accountability
 - Consciousness ~ Book Reviews, Awareness Trainings
 - Passion ~ Job of Choice + Own Capability
2. Lead by example
3. Embrace our fears ~ Take calculated risks
4. Open Communication ~ Open Door Policy



6. Support System & Safety Net
7. No shame, No blame
8. Onboarding Process
9. Invisible ranks
10. Job Security
11. Feedback System
12. Recognition & Appreciation
13. Celebrate even small wins
14. Staff Social Engagements



DMG is transitioning....



- FOSU – Fear of Speaking/Showing/Screwing Up
- FOMO – Fear of Missing Out

How you can practice Courage

1. Claim your courage
2. Get comfortable with being uncomfortable
3. Reveal vulnerability
4. Confront reality head-on
5. Seek feedback and actually listen
6. Say what needs to be said
7. Take action on performance issues
8. Communicate openly and often

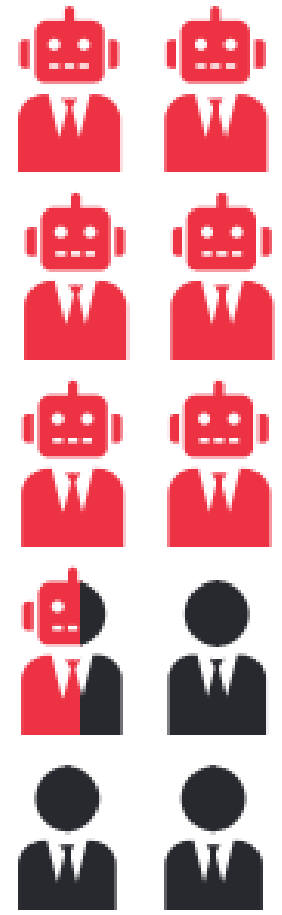
9. Give credit to others
10. Hold yourself accountable
11. Delegate to you employees
12. Admit when you've made a mistake
13. Stand behind your employees
14. Change direction when required
15. Establish higher standards
16. Showcase your talents
17. Remove yourself from bad situations



**WHY ARE PEOPLE NOT
COURAGEOUS?**

"BECAUSE WE HAVE ALWAYS DONE IT THIS WAY"

67%



Employees Aren't Offered

PROBLEM SOLVING / CRITICAL THINKING TRAINING

45%



56%
*Withhold Ideas
Out of Concern*

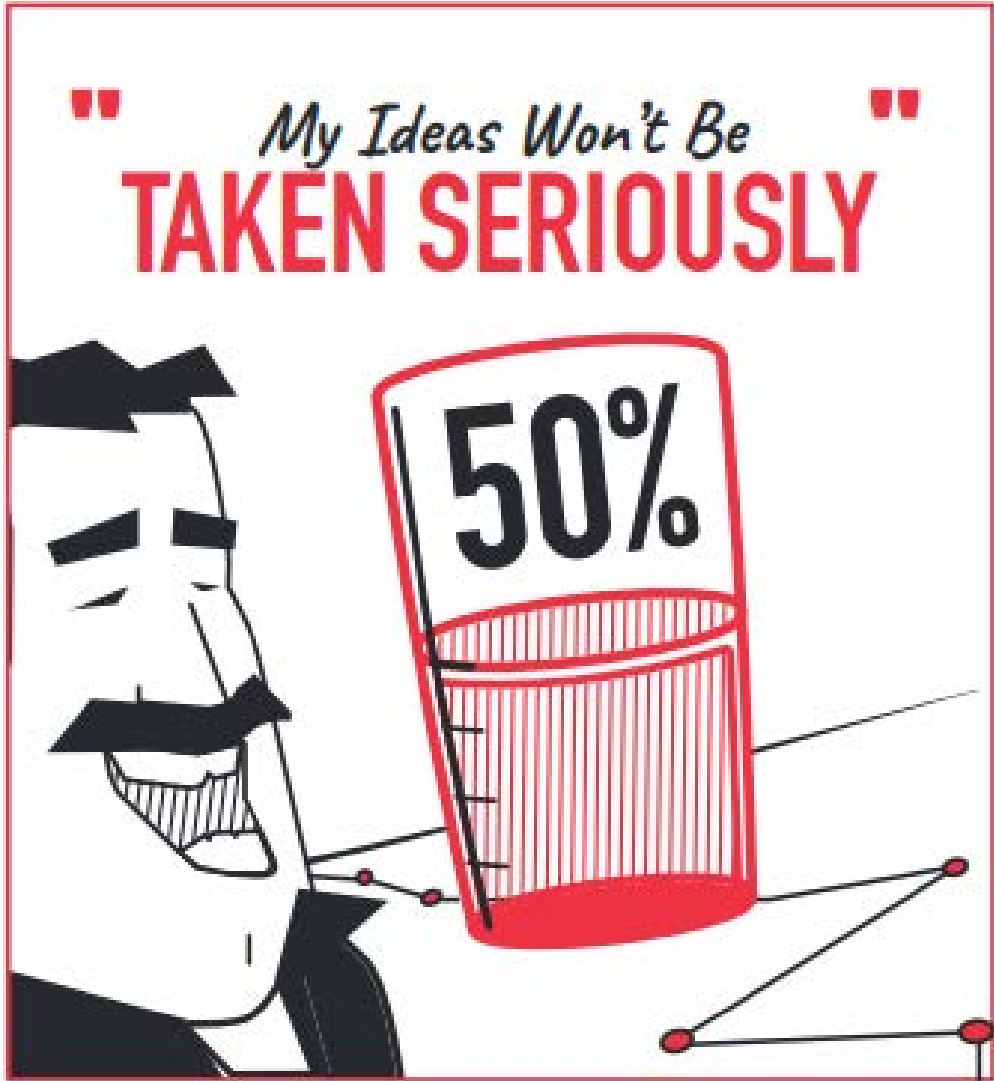
**THEY
WON'T
GET
CREDIT**

An illustration showing a hand in a black sleeve holding a glowing lightbulb. The hand is positioned above a red silhouette of a woman's head and shoulders, which is looking upwards. A thought bubble shape surrounds the lightbulb, with a hatched pattern on the top half and a solid red bottom half. Two small red dots lead from the lightbulb down to the woman's head.

Not Regularly
~~ASKED
FOR
IDEAS~~

49%

An illustration of three hands holding lightbulbs. The hands are colored red and black. The lightbulbs are also colored red and black. Below the hands is a horizontal bar that is half red and half black.



DMG Cases that showcase Courage

- Establishment of DMG



- KTMI/STX vs. Growth of Project Management



- REA Project



What did these cases had in Common?

COURAGE

IT IS A WISE MAN
WHO KNOWS
WHERE COURAGE
ENDS AND
STUPIDITY BEGINS.

Jerome Cady

QUOTEHD.COM

Courage is knowing it might hurt, and doing it anyway.

Stupidity is the same.

And that's why life is hard.

Jeremy Goldberg

