



Dare to Lead

READ-ALONG WORKBOOK

*Based on the research of
Brené Brown, Ph.D.*

What's OK and What's Not OK

It's ok to use *Dare to Lead* and this read-along workbook with your teams, groups, clubs, or entire organizations. Share, discuss, and learn!

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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

Exercise 3: What Stands in the Way Becomes the Way (*continued*)

Content covered on pages 7-8 of Dare to Lead.

Exercise Instructions: Think about this list of behaviors, then decide if you want to talk about these obstacles in the context of your team, your organization, or any other relevant unit. Once you decide, have everyone write down the three that you think present the most significant barriers to courageous leadership in that unit. Make sure everyone has a shared understanding of the unit you're assessing.

Once everyone is done, you'll use the Turn & Learn to share your top three (everyone shows their sticky at the same time to avoid halo and bandwagon issues – see page 55).

Discuss similarities and differences. Do people in different roles have different experiences? Are there two that your team is willing to hold in mind while you're working through this read-along process?

RUMBLING WITH VULNERABILITY

Section Three: The Armory

Exercise 1: Armored Leadership versus Daring Leadership

Content covered on pages 76-114 of *Dare to Lead*.

“Courage is contagious. To scale daring leadership and build courage in teams and organizations, 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

Now is a good time to revisit your permission slips and/or container building as we dig deeper into the work.

Exercise Instructions:

- 01.** For each of the 16 elements on the model on the next two pages, rate your team’s culture on the spectrum of Armored Leadership (1 point) to Daring Leadership (4 points). You can refer back to the book for fuller explanations of the concepts.
- 02.** Add up the number of points and enter that total in the top of the model. Your total will be somewhere between 16 and 64.
- 03.** Write that total on a sticky note and use the Turn & Learn process to share your total with the group.
- 04.** As a team, decide on the two most daring and the two most armored behaviors your team displays.
- 05.** Dig into the cultural norms influencing these behaviors. For example, what are the rewards for daring versus armored leadership?
- 06.** What is one shared commitment that everyone can make as a group to create a more daring leadership culture?

Exercise 1: Armored Leadership versus Daring Leadership *(continued)*

Content covered on pages 76-114 of *Dare to Lead*.

	<i>Armored Leadership</i>	Total: _____	<i>Daring Leadership</i>
01.	Driving Perfectionism and Fostering Fear of Failure	1 2 3 4 ←————→	Modeling and Encouraging Healthy Striving, Empathy, and Self-Compassion
02.	Working from Scarcity and Squandering Opportunities for Joy and Recognition	1 2 3 4 ←————→	Practicing Gratitude and Celebrating Milestones and Victories
03.	Numbing	1 2 3 4 ←————→	Setting Boundaries and Finding Real Comfort
04.	Propagating the False Dichotomy of Victim or Viking, Crush or Be Crushed	1 2 3 4 ←————→	Practicing Integration—Strong Back, Soft Front, Wild Heart
05.	Being a Knower and Being Right	1 2 3 4 ←————→	Being a Learner and Getting It Right
06.	Hiding Behind Cynicism	1 2 3 4 ←————→	Modeling Clarity, Kindness, and Hope
07.	Using Criticism as Self-Protection	1 2 3 4 ←————→	Making Contributions and Taking Risks
08.	Using Power Over	1 2 3 4 ←————→	Using Power With, Power To, and Power Within
09.	Hustling for Our Worth	1 2 3 4 ←————→	Knowing Our Value
10.	Leading for Compliance and Control	1 2 3 4 ←————→	Cultivating Commitment and Shared Purpose
11.	Weaponizing Fear and Uncertainty	1 2 3 4 ←————→	Acknowledging, Naming, and Normalizing Collective Fear and Uncertainty

(chart continued on next page)

Exercise 1: Armored Leadership versus Daring Leadership *(continued)*

Content covered on pages 76-114 of *Dare to Lead*.

	<i>Armored Leadership</i>		<i>Daring Leadership</i>
12.	Rewarding Exhaustion as a Status Symbol and Attaching Productivity to Self-Worth	<p>1 2 3 4</p> 	Modeling and Supporting Rest, Play, and Recovery
13.	Tolerating Discrimination, Echo Chambers, and a “Fitting In” Culture	<p>1 2 3 4</p> 	Cultivating a Culture of Belonging, Inclusivity, and Diverse Perspectives
14.	Collecting Gold Stars	<p>1 2 3 4</p> 	Giving Gold Stars
15.	Zigzagging and Avoiding	<p>1 2 3 4</p> 	Straight Talking and Taking Action
16.	Leading from Hurt	<p>1 2 3 4</p> 	Leading from Heart

RUMBLING WITH VULNERABILITY

Section Four: Shame and Empathy

Exercise 1: Understanding Shame

Content covered on pages 119-130 of Dare to Lead.

Complete the following sentences to get a better understanding of how your body responds to the emotion of shame.

01. When I hear the word shame, I think of... _____
02. If shame were a color it would be... _____
03. If I could taste shame, it would taste like... _____
04. If I could smell shame, it would smell like... _____
05. If I could touch shame, it would feel like... _____
06. I physically feel shame in/on my... _____
07. My shame symptoms include... _____
08. I know I'm in shame when I feel... _____
09. When I'm in shame, I feel... _____
10. When I talk about shame, I feel... _____
11. I can talk about shame with... _____

Exercise Instructions: The goal of this exercise is for everyone to start using the word shame and start getting their hands, hearts, and heads around the concept. Because shame makes us feel so alone, it's sometimes hard to even use the word around others. Because of this, it's important to round robin the answers so people can see commonalities. Everyone will complete the exercises then share their answers to #1. Next, everyone shares their answers to #2, and so on. Don't forget to give yourself and others permission to pass.

Exercise 2: How Shame Shows Up at Work

Content covered on pages 130-136 of Dare to Lead.

There are many ways that shame can show up in organizations. Below are the most common examples.

- Perfectionism
- Favoritism
- Gossiping
- Back-channeling
- Comparison
- Self-worth tied to productivity
- Harassment
- Discrimination
- Power over
- Bullying
- Blaming
- Teasing
- Cover-ups

How does shame show up in your organization?

Exercise Instructions: As you can imagine, this exercise can feel very sensitive to team members. It's a good place to revisit container building and permission slips.

To manage confidentiality and time, and to focus thoughts and stay productive, we suggest that everyone writes their top three on a sticky note (no names necessary). Have one person put all of the notes on a large flip chart or post-it poster. Set time expectations and open discussion with a conversation on themes and patterns (e.g., this issue is coming up over and over, anyone surprised by what they see or don't see?).

We like to close with this round robin question: Now that we're starting to see how and where shame is showing up, what's one commitment you're willing to make to start changing that and building shame resilience?

Exercise 3: What Does Empathy Look Like?

Content covered on pages 136-150 of *Dare to Lead*.

01. When I share something personal and vulnerable, and I really feel understood, it feels:

02. When I share something personal and vulnerable, and I don't feel as if anyone understands, I feel:

03. When I share something personal and vulnerable, I like the person listening to (ideal empathic response):

Select all that apply.

- Make eye contact
- Look away so I don't feel so self-conscious
- Reach out to hug me
- Give me my space
- Respond right away
- Just listen and stay quiet
- _____ (Add your own)

04. When someone shares something painful and personal with me, I:

Select all that apply.

- Worry about saying the wrong thing
- Want to say something really comforting
- Get nervous
- Worry about not feeling anything
- Don't know what to do if I really don't want to know
- Want to fix it
- _____ (Add your own)

Exercise 3: What Does Empathy Look Like? (continued)

Content covered on pages 136-150 of Dare to Lead.

Exercise Instructions: The goal of this exercise is for everyone to see that empathy is different for all of us. You can't respond to everyone the same way because we all have different needs. The only right way to be empathic is to show up and listen.

We do the regular round robin with questions #1 and #2. For #3 and #4, we read the question aloud and ask everyone to raise their hand. For example, "When you share something personal and vulnerable, raise your hand if you like the person listening to:

- Make eye contact (show of hands then hands down)
- Look away so I don't feel so self-conscious (show of hands then hands down)
- Reach out to hug me (show of hands then hands down)"

It drives home how different we are when it comes to empathy and connection.

Exercise 4: Emotional Literacy

Content covered on pages 147-148 of *Dare to Lead*.

List of Core Emotions

(This research is in progress and we expect to have findings and a final list in early 2019.)

- Anxious
- Belonging
- Blame
- Curious
- Disappointed
- Disgust
- Embarrassment
- Empathy
- Excited
- Fear/Scared
- Frustrated
- Gratitude
- Grief
- Guilt
- Happy
- Humiliation
- Hurt
- Jealous
- Joy
- Judgment
- Lonely
- Love
- Overwhelmed
- Regret
- Sad
- Shame
- Surprised
- Vulnerability
- Worried

Pick one of the emotions from the Core 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 _____

01. I'm feeling...

Affect or Emotion – Where am I physically feeling this? How's my body responding?

02. I'm thinking...

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

03. I do/I act...

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

Exercise 4: Emotional Literacy (continued)

Content covered on pages 147-148 of Dare to Lead.

We often see or experience anger or shutting down on the surface of ourselves or others, but these are commonly hiding other emotions. What are the core emotions that show up for you as anger and/or shutting down?

Exercise Instructions: This can be a sensitive exercise for the people who are really stretching and doing the work. One way to process is to have everyone share their entire worksheet at one time. Another option is to have everyone complete the exercise and simply share one thing that they learned about themselves in the process. If you're going with the second option, explain the process before people start (To give us room to dig deep and stretch, we're not going to share our answers to these questions, just share how we experienced the process).

Exercise 5: Empathy in Practice

Content covered on pages 152-157 of *Dare to Lead*.

Empathy Misses

- Sympathy vs. Empathy
- The Gasp and Awe
- The Mighty Fall
- The Block and Tackle
- The Boots and Shovel
- If You Think That's Bad...

01. When you think about these six types of empathy misses, is there one or two that shut you down?

02. What emotion comes up for you when your sharing meets one of these barriers, and how does that affect your connection with the person?

03. On the flip side, how do you rate your own empathic skill?

04. Are there one or two empathic misses that you typically use that you need to change?

Exercise Instructions: We do a round robin with this exercise, and reminders about permission slips and container building. It's helpful to remind each other that we all miss sometimes.

Exercise 6: Shame Shields

Content covered on page 161 of *Dare to Lead*.

Strategies of Disconnection:

(From Linda Hartling and her fellow researchers at the Stone Center at Wellesley.)

- 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

01. Whom are you most likely to Move Away from?

02. What are the specific triggers or situations at work that would prompt you to use the shield of Moving Away?

03. Whom are you most likely to Move Towards?

04. What are the specific triggers or situations at work that would prompt you to use the shield of Moving Towards?

05. Whom are you most likely to Move Against?

Exercise 6: Shame Shields (*continued*)

Content covered on page 161 of Dare to Lead.

- 06.** What are the specific triggers or situations at work that would prompt you to use the shield of Moving Against?

- 07.** Do you have a go-to shield that you grab in certain situations?

Exercise Instructions: This can be a sensitive exercise for the people who are really stretching and doing the work. The best way to proceed is to set it up as an exercise where you'll share your experiences of working through the process (versus sharing answers).

RUMBLING WITH VULNERABILITY

Section Five: Curiosity and Grounded Confidence

Exercise 1: Rumble Starters

Content covered on pages 171-174 of Dare to Lead.

List of 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?

Grounded Confidence = Rumble Skills + Curiosity + Practice

Exercise Instructions: Break into groups of two or three and give each person the opportunity to practice some of these rumble starters. It's often helpful to think of a hard conversation that you've had or that you're planning to have, and role-play.

01. Which of these feel natural and organic to the way you lean into hard conversations?

Exercise 1: Rumble Starters *(continued)*

Content covered on pages 171-174 of Dare to Lead.

02. Do you have any good curiosity cues or starters that you've found effective in tough conversations?

03. Is there a comment or language that can pull you out of your values and intentions? Would any of these be helpful to keep you grounded?

Exercise 2: Horizon Conflict

Content covered on page 174 of Dare to Lead.

Thinking of a recent project, identify two to three potential horizon conflicts and the challenges they present.

01.

02.

03.

If you're working on a team, how do you see horizon conflict showing up in your team?

Exercise Instructions: The goal of this exercise is to increase your skills when it comes to recognizing and naming horizon conflict. Do this in a large group as a discussion.

LIVING INTO OUR VALUES

Exercise 1: Values Clarification

Content and exercise covered on pages 185-190 of Dare to Lead.

Using the list of values on page 188 of *Dare to Lead*, choose one or two values—the beliefs that are most important to you, that help you find your way in the dark, that fill you with a feeling of purpose.

When selecting your values, ask yourself the following questions:

- Does this define me?
- Is this who I am at my best?
- Is this a filter that I use to make hard decisions?

Value 1: _____

Value 2: _____

Exercise 2: Taking Values from BS to Behavior

Content and exercise covered on pages 190-193 of Dare to Lead.

Answer the following questions to dig into your values.

Value #1 _____

01. What are three behaviors that support your value?

02. What are three slippery behaviors that are outside your value?

03. What's an example of a time when you were fully living into this value?

Exercise 2: Taking Values from BS to Behavior *(continued)*

Content and exercise covered on pages 190-193 of *Dare to Lead*.

Value #2 _____

01. What are three behaviors that support your value?

02. What are three slippery behaviors that are outside your value?

03. What's an example of a time when you were fully living into this value?

Keeping in mind both of your values, answer the following.

01. Who is someone who knows your values and supports your efforts to live into them?

02. What does support from this person look like?

03. What can you do as an act of self-compassion to support yourself in the hard work of living into your values?

04. What are the early warning indicators or signs that you're living outside your values?

*For example, in *Dare to Lead* we discuss the four P's: pretending, performing, pleasing, and perfecting. I have to look out for a fifth - polling.*

Exercise 2: Taking Values from BS to Behavior *(continued)*

Content and exercise covered on pages 190-193 of Dare to Lead.

When we start polling people, it's often because we don't trust our own knowing. It feels too shaky and too uncertain. We want assurances and folks with whom we can share the blame if things don't pan out. I know all about this. I'm a professional pollster—it's hard for me to go it alone sometimes. When I'm making a difficult decision and feel disconnected from my intuition, I have a tendency to survey everyone around me. Ironically, since doing this research, surveying has become a red flag for me—it tells me that I'm feeling vulnerable about making a decision.

(Gifts of Imperfection, p 88)

05. What does it feel like when you're living into your values?

06. How does living into your two key values shape the way you give and receive feedback?

Exercise Instructions:

- 01.** Once everyone has completed the exercise, break into small groups of two or three. Give everyone time to share their completed worksheets with their small group.
- 02.** IMPORTANT! After everyone has shared, go around the full group and have each person share their two values and identify one way the team or group can support those values. This is a major trust and container building experience.
- 03.** If time allows, you can also have everyone write their name and their two values on a sheet of paper. Hang the paper in the room and ask everyone to write one gratitude for each person and stick it under their name. This is another powerful trust and container building experience. We use the 11X17 sticky note posters. If you walk through our office, most people have their poster hanging up (and it's been a year).

Exercise 3: Engaged Feedback Checklist

Content covered on pages 198-207 of Dare to Lead

Exercise Instructions: The goal of this exercise is to spend some dedicated time as a team talking about how, when, and why you give feedback. Have everyone open their book to the Engaged Feedback Checklist and start the discussion with this question:

01. Is this checklist helpful for our team/group?

02. If the checklist from the book is not a good fit, is it worth your time to develop your own feedback checklist?

03. What's working about how you all share feedback? What's not working?

BRAVING TRUST

Exercise 1: Operationalizing BRAVING

Content covered on pages 224-233 of *Dare to Lead*.

BRAVING

Boundaries
Reliability
Accountability
Vault
Integrity
Nonjudgment
Generosity

Exercise Instructions: The goal of this exercise is to start using BRAVING as a way to operationalize trust.

Part 1:

- 01.** For each element of trust, have each member use a sticky note to rate on a scale from 1-4 how frequently your team delivers on the element (1= Rarely | 2= Sometimes | 3= Often | 4= Always)
- 02.** Use the Turn & Learn technique to share your answers.

Part 2:

- 01.** Get behavioral. We like to hang one poster for each of the seven elements of trust, and ask team members to write down one or two behaviors that support that element on sticky notes.
- 02.** Work together to identify one behavior that the entire team or group is willing to commit to for each element. In addition to trust-building, this is powerful container building and helps people develop shared language.

LEARNING TO RISE

Exercise 1: Getting Hooked

Content covered on pages 249-251 of *Dare to Lead*.

Exercise Instructions: The goal of this exercise is to help people recognize when they get hooked by emotion and what their go-to SFD looks like. Complete the following questions and round robin the answers.

- 01.** Learning to rise requires recognizing when we're hooked by emotion. How do you know when emotion grabs you? Examples include playing a conversation or event on a loop, stomach in knots, coming out of your skin, etc.

Body: When emotion grabs me, I physically feel:

Mind: When emotion grabs me, I often start thinking:

Behavior: The first thing I want to do when I get hooked by emotions is:

Story: The stories I most often make up are about:

Exercise 2: Off-loading Strategies

Content covered on pages 251-255 of Dare to Lead.

Exercise Instructions: The goal of this exercise is to help people recognize what off-loading strategies they use and how they feel when they're on the receiving end of these strategies. Complete the following questions and round robin the answers.

Offloading Strategy #1: Chandeliering

- Do I do this?

- How does it feel when someone offloads this way with me?

Offloading Strategy #2: Bouncing Hurt

- Do I do this?

- How does it feel when someone offloads this way with me?

Offloading Strategy #3: Numbing Hurt

- Do I do this?

- How does it feel when someone offloads this way with me?

Offloading Strategy #4: Stockpiling Hurt

- Do I do this?

- How does it feel when someone offloads this way with me?

Exercise 2: Off-loading Strategies

Content covered on pages 251-255 of Dare to Lead.

Offloading Strategy #5: The Umbridge

- Do I do this?

- How does it feel when someone offloads this way with me?

Offloading Strategy #6: Hurt and the Fear of High-Centering

- Do I do this?

- How does it feel when someone offloads this way with me?

Exercise 3: The Reckoning, The Rumble, and The Revolution.

Content covered on pages 258-268 of Dare to Lead.

Exercise Instructions: The goal of this exercise is put the three pieces of the Learning to Rise process together. Think of it like a fill-in-the-blank Mad Libs exercise. If possible, choose a disappointment, failure, or setback that you're comfortable sharing. Don't forget that your SFD is authentic if it is honest, unfiltered, unedited, and possibly unsharable (so you can edit with your colleagues if you need to, but keep it real for you).

01. My fall:

02. I knew I was hooked by emotion because: (I felt . . . I couldn't stop thinking . . .)

03. I offloaded hurt by (or maybe you didn't):

04. The story I made up:

05. Conspiracies and Confabulations:

06. I got curious about my SFD by digging into:

07. What more did I need to learn and understand about the story or the people in it?

Exercise 3: The Reckoning, The Rumble, and The Revolution. (continued)

Content covered on pages 258-268 of Dare to Lead.

08. What did I need to look at in myself:

09. Some of the emotions I had to rumble with included (anxiety, boundaries, criticism, forgiveness, grief, guilt, integrity, shame, trust, vulnerability, etc.):

10. My brave new ending:

11. What's the delta? What are my key learnings?

12. How has this process changed me?

