

Executive Book Summary – Brené Brown’s *Dare to Lead*

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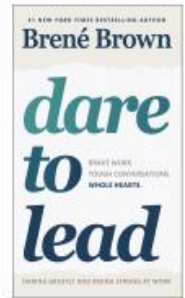
PME 803: Organizational Leadership

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Brené Brown
DARE TO LEAD

Summary in Brief

Brené Brown's *Dare to Lead* is a courageous call to daring leadership. She candidly walks readers through the four skill sets that teach courage in leadership including: rumbling with vulnerability, living into our values, braving trust, and learning to rise. She reaches deep to convey the strong message that there is a place for vulnerability within the context of work that can ultimately unleash emotions that, when harnessed skillfully and with good intention, can significantly enhance organizational success through the scope of human resources.

General Theme: Vulnerability in Leadership

Key Terms



Author's Aims and Perspectives

Two decades of research and personal and professional experience studying and observing organizational leadership are packed into this tool that uncovers what it means to be a daring leader.

"The Heart of Daring Leadership" (p. 10)

1. **"You can't get to courage without rumbling with vulnerability"** (p. 10). Fear makes up a large part of courage.
 - "Courage is a collection of four skill sets that can be taught, observed, and measured" (p. 11). They include:
 - **Rumbling with Vulnerability**
 - **Living into Our Values**
 - **Braving Trust**
 - **Learning to Rise**
2. **"Self-awareness and self-love matter. Who we are is how we lead"** (p. 11).
 - Removing our armor; the ways in which we protect ourselves from experiencing fear is the obstacle that prevents us from brave leadership.
 - Have patience and compassion with yourself. We are not perfect.
3. **"Courage is contagious"** (p. 12).
 - Creating a safe place so that tough conversations can be had in a manner that is caring, respected and that can invite wholehearted engagement.

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Section 1: The Moment and the Myths

Brené Brown defines “vulnerability as the emotion that we experience during times of uncertainty, risk, and emotional exposure” (2018, p. 19). It is deeply linked to courage. The resulting push courage provides to face uncertainties allow one to prepare to succeed or fail. Vulnerability is the birthplace of numerous daring leadership skills including:

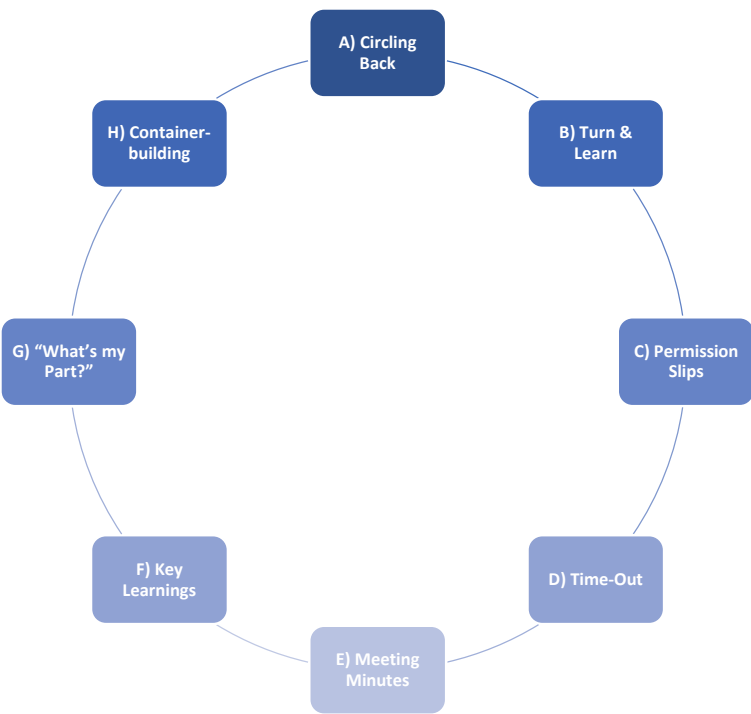
- Adaptability to change
- Hard conversations
- Feedback
- Problem solving
- Ethical decision making
- Recognition
- Resilience, etc. (p. 43)

Table 1: Six Myths of Vulnerability

Myth	Brief Explanation
<i>“Vulnerability is weakness” (p. 23)</i>	Vulnerability presents itself when courage is called upon. To have courage is to have strength.
<i>“I don’t do vulnerability” (p. 24)</i>	Impossible! Our days are charged with vulnerable situations. “Choosing to own our vulnerability and do it consciously means learning how to rumble with this emotion and understand how it drives our thinking and behavior so we can stay aligned with our values and live in our integrity” (p. 24).
<i>“I can go it alone” (p. 25)</i>	We require authentic connection. It is a part of who we are as humans. “[W]e don’t derive strength from our rugged individualism, but rather from our collective ability to plan, communicate, and work together” (p. 25).
<i>“You can engineer the uncertainty and discomfort out of vulnerability” (p. 25)</i>	We cannot ignore our central values that are linked to ethical behavior. It takes courage to address a room where these values come into question - exposing the very core of our personal vulnerability.
<i>“Trust comes before vulnerability” (p. 29)</i>	Trust and vulnerability are mutualistic and they involve risk. Trust is gradually built through small but significant acts such as “through paying attention, listening, and gestures of genuine care and connection” (p. 32).
<i>“Vulnerability is disclosure” (p. 34)</i>	NO! Creating a safe container, setting boundaries and asking for more information is preparing to rumble with vulnerability in a healthy manner.

Section 2: The Call to Courage

Figure 1: Strategies for Clarity



Curiosity; true and genuine curiosity combined with the urge to dig deeper and strive towards understanding for the purpose of clarity and good-faith is what this section focuses on. With the right vocabulary and forcing yourself to be comfortable with the uncomfortable, hard conversations need to be had in order to gain clarity, strive for growth, and ultimately “choose courage over comfort so that [one] can serve others” (p. 59).

The following presents a variety of practical and non-invasive strategies to gauge genuine understanding and clarity to rumble with vulnerability. They are presented as a cycle since there is essentially no starting point and revisiting strategies are not only likely but encouraged.



Table 2: Strategies for Clarity Explained

A	Taking a break or going back after thinking it over
B	Everyone estimates time for the work. Helps make sense of reality.
C	Personal plan/mood for experiencing the meeting. Helps gauge the after-thought.
D	When rumbling is just not working.
E	Everyone does them and they are then compared. Shows perspective.
F	The critical part(s) of new information
G	What role do you play in the plan, problem, or solution?
H	A safe place to rumble.

Section 3: The Armory

Leading from and with the **heart** contradicts previous notions that productivity will be lost with such actions. “[W]e depend on our emotional heart of keep vulnerability coursing through the veins of courage and to engage [in behaviors such as] ... trust, innovation, creativity, and accountability” (p. 73). Leading with the heart keeps us morally grounded and genuine in our intentions. Our emotions are at play which exponentially enhances our ability to navigate our daily life. Furthermore, “when the heart is open and free and we’re connected to our emotions and understand what they’re telling us, [we are able to engage in] better decision making and critical thinking, and the powerful experiences of empathy, self-compassion, and resilience” (p. 74). However, our ego craves admiration and when denied, resorts to self-protection. This then exposes us to shame. A negative feeling so profound that it subjects us to questioning our very worth. Up goes our armor – seemingly working to protect us from feeling uncomfortable when in actuality it is erecting barriers that prevent wholehearted leadership. Luckily, empathy counteracts the negativity that shame controls.

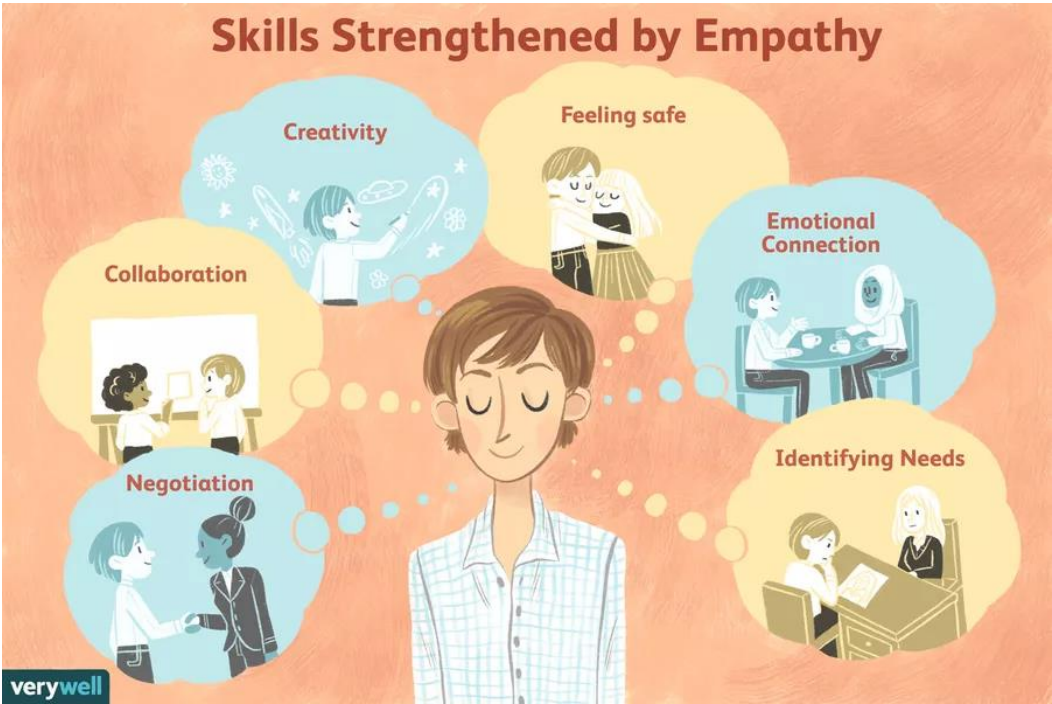
Fearing vulnerability and the reluctance of shedding our armor is perpetuated by being terrified of judgement, being misunderstood, “making mistakes, being wrong, and experiencing shame” (p. 115). This is an universal reality. The following table summarizes the sixteen ways in which we can all dare to lead.

Table 3: Shedding our Armor – 16 ways to Daring Leadership

1 – “Modeling and Encouraging Healthy Striving, Empathy, and Self-Compassion” (p. 80) Perfectionism is a defense mechanism, a shield, it hampers achievement, and is spearheaded by shame. Addressing openly how perfectionism plays a role in an organization is one way of ensuring open conversations with organizational members. Setting boundaries and outlining clear expectations are part of the process of having “[c]onversations about perfectionism within trusting and brave teams” (p. 80).	9 – “Knowing your Value” (p. 98) Check in often with yourself or with your trusted leader to identify your strengths and your positive contributions. As a leader, call-out your team for what they are doing well. Once everyone finds their value, the stressful hustle disappears.
2 – “Practicing Gratitude and Celebrating Milestones and Victories” (p. 83) Make the effort to show gratitude, appreciation, and recognition. Do not suppress joy for the simple fear of being vulnerable. The path to daring leadership is vulnerability. Building your team’s trust is as simple as recognizing and being grateful for the small victories. This also builds confidence and triggers joy.	10 – “Cultivating Commitment and Shared Purpose” (p. 100) Leaders heed carefully: share your perspectives, your “whys”, your priorities, create meaning in your work and those of others, be clear about your expectations and do not hesitate to discuss what your expectations look like both in behavior and final product. This will direct your team in a manner that “fosters curiosity, learning, collaboration, reality-checking, and ultimately success” (p. 102).
3 – “Setting Boundaries and Finding Real Comfort” (p.87) Lean into the discomfort that emotions awaken and apply tools and practices that will help you make sense of your emotions for the sake of positive growth. Ask yourself: <ul style="list-style-type: none">• Where did the feelings emerge from and what are they specifically?• Identify what your “go-to” numbing practices are and uncover the reason behind why you do them.• Set appropriate boundaries for yourself personally and professionally. Respect them!	11 – “Acknowledging Naming, and Normalizing Collective Fear and Uncertainty” (p. 104). Uncertainty and fear are frequent and common. Embracing this as a normal part of organizational life trains members to deal with the onslaught of uncomfortable feelings that result. However, “[t]here is incredible relief and power in naming and normalizing fear and uncertainty” (p. 105).
4 – “Practicing integration – Strong Back, Soft Front, Wild Heart” (p. 90) Shutting down vulnerability through any actions is counterproductive. Integrating all aspects of ourselves in a manner that is transparent is a vulnerable action that requires courage and kindness.	12 – “Modeling and Supporting Rest, Play, and Recovery” (p. 106) Leaders need to set boundaries and recognize the essential benefits that play and time to oneself provides. This includes creativity, innovation, and an overall better sense of self that is then transferrable to the workplace.
5 – “Being a Learner and Getting it Right” (p. 92) Shift your perspectives from being right to wanting to “get it right”. Being right stems from a defensive stance that is a consequence of shame, personal trauma, or even cultural expectations. Striving to get it right is the result of being a life-long learner and staying genuinely curious.	13 - “Cultivating a Culture of Belonging, Inclusivity, and Diverse Perspectives” (p. 107) Daring leaders must: fight for inclusion, seek all opinions and perspectives, remain open to correcting personal biases, remove favoritism, create an environment that fosters feelings of belonging, recognize and validate members’ achievement and contributions, and continuously help the team find their sense of value.
6 – “Modeling Clarity, Kindness, and Hope” (p. 93) As a leader being clear while staying kind and having the courage to stand by what you mean effectively rids one’s tendency for cynicism and sarcasm which are ultimately a consequence of despair. “Reward clarity and kindness and real conversation, and teach hope instead” (p. 94).	14 – “Giving Gold Stars” (p. 109) Reward others before and above rewarding yourself. Full-stop.
7 – “Making Contributions and Taking Risks” (p. 95) “Open honest discussion, in which everyone feels free to offer suggestions and contribute, stimulates creativity” (p. 94). This comes with an element of risk so unless the organizational culture invites rumbling with ideas from everyone, then criticism will continue to find its way into conversations.	15 - “Talking Straight and Taking Action” (p. 110) Face vulnerability head on, living with clarity and awareness, and plan to lean into vulnerability to get the job done.
8 – “Using Power With, Power To, and Power Within” (p. 96) Power with works with the collective strength, “individual talents, knowledge, and resources to make a larger impact” (p. 97). Power to looks at how “each individual has the power to make a difference” (p. 97). Power within is “an ability to recognize differences and respect others, grounded in a strong foundation of self-worth and self-knowledge” (p. 97). Wonderful and obvious truths to live by – live by them!	16 - “Leading from Heart” (p. 113). “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” (p. 113). Channel the pain and hurt that you have endured to strengthen your vulnerable and courageous leadership.

Section 4: Shame and Empathy

“Shame is the intensely painful feeling or experience of believing that we are flawed and therefore unworthy of love, belonging, and connection” (p. 126). Although shame conjures feelings of embarrassment and humiliation, it is vital to recognize is the I am never good enough feeling that ultimately can cripple one’s spirit. Although present in organizations, either explicitly or inadvertently, practicing “shame resilience is the ability to practice authenticity when we experience shame”, allowing one to go through the motions of recovering from shame through strengthening our courage and “moving from shame to empathy” which is “the real antidote to shame” (p. 136).



Miller, K. (2020). Verywell. <https://www.verywellmind.com/cognitive-and-emotional-empathy-4582389>

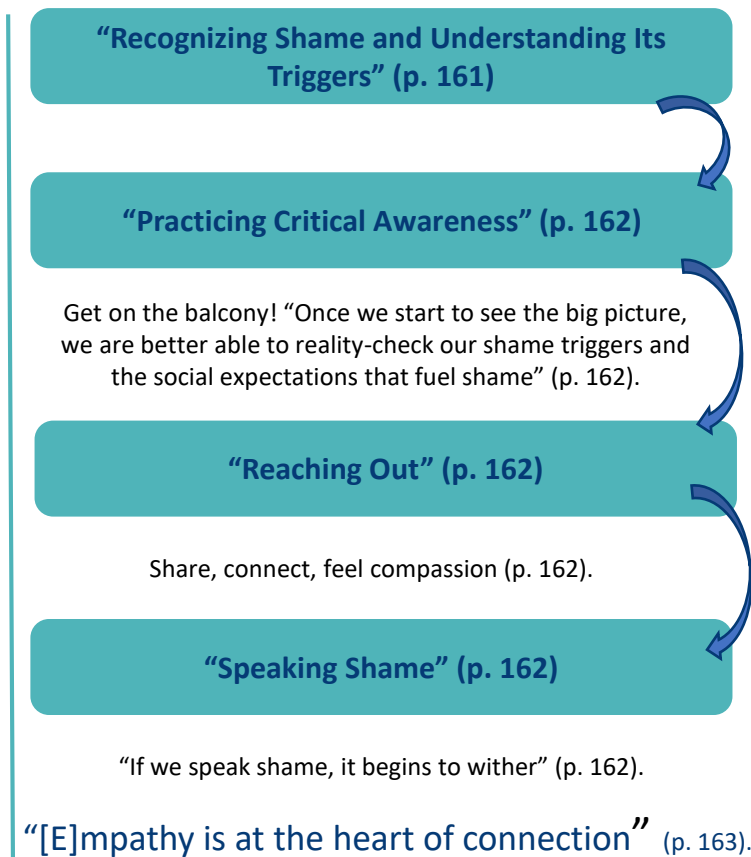
Empathy is the conscious, vulnerable choice we make “to connect to the emotions that underpin and experience” (p. 140) and work towards the understanding of it rather than seeking to solve it. It is a skill that can be learned and perfected over time.

Brown identifies five elements to empathy and they are summarized below:

Table 4: Five Elements to Empathy

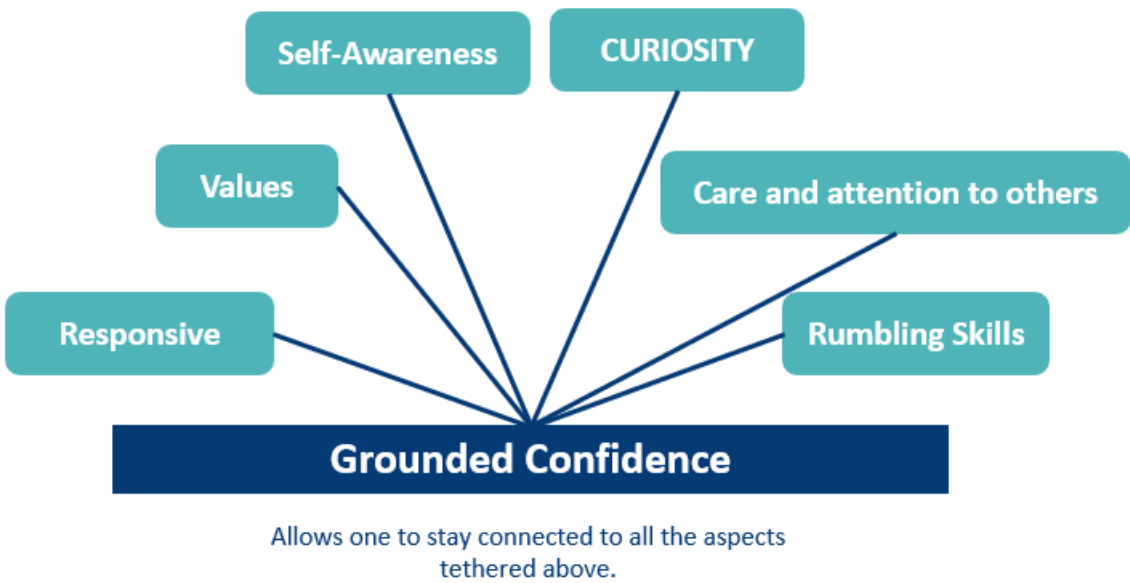
Empathy Skill	Explanation
<i>“To see the world as others see it, or perspective taking” (p. 143)</i>	Personal perspectives are unique to an individual’s experiences and history. Understanding diversity in an individual is a skill that allows one to gauge the needs of others as opposed to offering a one-size-fits-all solution. Learn the needs of others.
<i>“To be nonjudgmental” (p. 145)</i>	Grow your personal self-worth and confidence so that the urge to criticize and judge others who we see are struggling is averted. When we feel susceptible to shame, we revert to judgement. Grow your self-worth and make it a priority.
<i>“To understand another person’s feelings” (p. 146) and “To communicate your understanding of that person’s feelings” (p. 146)</i>	Become emotionally literate. <ul style="list-style-type: none">Actively communicate your understanding of others’ feelings using this list of vocabulary.Become acquainted with your own feelings and how they relate to others.
<i>“Mindfulness” (p. 148)</i>	Pay attention to conversations, the feelings this conjures, and body language from both parties. Simply pay active attention.

Figure 2: Steps to Empathy and Shame Resilience



Section 5: Curiosity and Grounded Confidence

Figure 2: Grounded Confidence



Curiosity requires courage and courage requires vulnerability. Ultimately, curiosity leads to greater and deeper understandings, however it is an uncomfortable process because we can never predict in what direction it will take us nor the feelings that will be uncovered as we stay curious.

Curiosity is a necessity for:

- Conflict resolution
- Knowledge acquisition
- Trust building
- Leading into our values
- Overcoming set-backs

Part 2 – Living into our Values

“Living into our values means that we do more than profess our values, we practice them. We walk our talk – we are clear about what we believe and hold important, and we take care that our intentions, words, thoughts, and behaviors align with those beliefs” (p. 186).



List of
VALUES

Accountability	Diversity	Intuition	Safety
Achievement	Environment	Job security	Security
Adaptability	Efficiency	Joy	Self-discipline
Adventure	Equality	Justice	Self-expression
Altruism	Ethics	Kindness	Self-respect
Ambition	Excellence	Knowledge	Serenity
Authenticity	Fairness	Leadership	Service
Balance	Faith	Learning	Simplicity
Beauty	Family	Legacy	Spirituality
Being the best	Financial stability	Leisure	Sportsmanship
Belonging	Forgiveness	Love	Stewardship
Career	Freedom	Loyalty	Success
Caring	Friendship	Making a difference	Teamwork
Collaboration	Fun	Nature	Thrift
Commitment	Future generations	Openness	Time
Community	Generosity	Optimism	Tradition
Compassion	Giving back	Order	Travel
Competence	Grace	Parenting	Trust
Confidence	Gratitude	Patience	Truth
Connection	Growth	Patriotism	Understanding
Contentment	Harmony	Peace	Uniqueness
Contribution	Health	Perseverance	Usefulness
Cooperation	Home	Personal fulfillment	Vision
Courage	Honesty	Power	Vulnerability
Creativity	Hope	Pride	Wealth
Curiosity	Humility	Recognition	Well-being
Dignity	Humor	Reliability	Wholeheartedness
	Inclusion	Resourcefulness	Wisdom
	Independence	Respect	
	Initiative	Responsibility	
	Integrity	Risk-taking	

Write your own:



Part 2 – Living into our Values (Continued)

Table 5: Five Step Process to Living into our Values

Step	Explanation
1 – “We Can’t Live into Values That We Can’t Name” (p. 187)	<ul style="list-style-type: none">• What do we care about? What do we hold to be most true?• Our values are static; they are applied to all situations.• They help define who we are as individuals and how we govern our lives.• “[I]ntegrity – choosing courage over comfort; it’s choosing what’s right over what’s fun, fast, or easy; and it’s practicing your values, not just professing them” (p. 189).• Go through the process of defining your values and see how they affect your daily life.
2 – “Taking Values from BS to Behavior” (p. 190)	<ul style="list-style-type: none">• Once your values are set, link recognizable behaviors that would support your values as well as behaviors that would otherwise work against our values.• Once you set up a system that helps you as a leader stay aligned with your values, you can live by your values within your work context in a similar way thus creating a culture of trust and integrity.
3 – “Empathy and Self-Compassion: The Two Most Important Seats in the Arena” (p. 194)	<ul style="list-style-type: none">• Staying silent is and ineffective and unethical leadership practice.• Speak up and address hard issues, situations, and observations.• Be brave! Identify your empathetic audience and make sure you practice self-compassion. Forgive yourself, be kind to yourself, and give yourself a chance.
4 – Feedback (p. 198)	<ul style="list-style-type: none">• Giving feedback is a necessary process for personal and professional development.• Click here to access Brown’s Engaged Feedback Checklist that helps identify whether one is in the right position and frame of mind to provide effective feedback.• Receiving feedback is just as important and one needs to be able to listen, reflect, be accountable for, and acknowledge the discomfort giving and receiving feedback involves.
5 – Knowing a Person’s Values means Knowing that Person (p. 208)	<ul style="list-style-type: none">• Simply put, “[y]our do not really know people until you take the time to understand their values” (p. 208).• Set boundaries and make sure others are aware of them. This involves ensuring that the behaviors listed as conducive to respecting personal or the organization’s values are respected.• An assumption of positive intent invites one to believe that people are doing the best they can to live by their values and in respecting those of others.

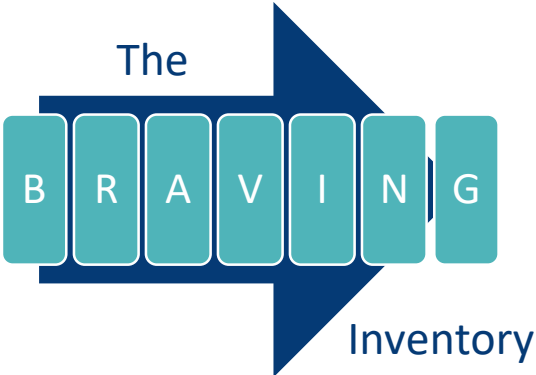
Visit the *Dare to Lead* website where you can find additional resources

CLICK HERE
<https://daretolead.brenebrown.com/>

Part 3 – Braving Trust

“Trust is the glue that holds teams and organizations together” (p. 222). It is a vulnerable process that depends on courage. “With trust, all things are possible – most importantly: continuous improvement and sustainable, measurable, tangible results” within a team or organization” (p. 223).

The BRAVING Inventory is a tool that can be used individually to take note of experiences that are then addressed one-on-one with the leader. This process draws on curiosity, a thirst for learning, and provides a safe opportunity for trust to form.



Part 3 – Braving Trust (Continued)

Table 6: The BRAVING Inventory

Boundaries

Respect the boundaries put in place. Ask for clarification if it is unclear. Saying NO is acceptable.

Reliability

Delivering on promises since one is aware of competencies and limitations.

Accountability

You own your mistakes, apologize, and make amends” (p. 225).

Vault

Respect the ownership of information. Refrain from sharing information that is not yours. Sharing information that does not belong to you does not foster connection, it sends the message that information is not safe with you and therefore works against building trust.

Integrity

Choosing what is right and courageous. Actively practicing your values.

“Integrity is choosing courage over comfort; it’s choosing what’s right over what’s fun, fast, or easy’ and it’s practicing your values, not just professing them” (p. 227).

Nonjudgment

Complete safety for discussion without judgment.

Asking for help shows confidence and reliability in the eyes of a daring leader. It exemplifies that one is willing to risk the uncomfortable feelings of being seen has having a lack of knowledge which, in actuality is not seen as a weakness but rather normal. Asking for help will generate more trust from a leader.

Generosity

Give people the benefit of the doubt and function with the notion that everyone is doing their very best.

Stop assuming negativity and living defensively. Respond rather than reach emotionally.

“Trust is the stacking of small moments over time, something that cannot be summoned with a command – there are either marbles in the jar or there are not” (Brown, 2018, p. 233).



Self-trust is necessary first and foremost before trusting others. Work through the BRAVING Inventory to identify the areas you struggle with in terms of your personal self-trust. Once you practice trusting yourself, you can then rely on yourself to work on trusting others p. 233).

Part 4 – Learning to Rise

Demonstrating bravery comes at a price. Failure IS an option, however courage and lived experiences are part of the plan to get over the fear of falling. “If we don’t have the skills to get back up, we may not risk falling” (p. 244). Learning to rise involves three parts that when internalized and practiced often enough, will render a leader and anyone who takes courageous risks more comfortable with daring leadership.

“[Be] brave and afraid. At the exact same time”
(Brown, 2018, p. 272).

Table 7: Learning to Rise

The Reckoning

The Rumble

The Revolution

- Being conscious of when our emotions have been hijacked or hooked and then proceeding to uncover why. Essentially staying curious.
- Failure to take hold of emotional reactions can lead to offloading which results in distrust, disengagement, blaming, lashing out, numbing, anxiety, depression, masking the pain, and experiencing a loss of control.
- Strategies include: Breathing, practicing calm, staying emotionally grounded.
- Our instinctive nature to create a story that helps us make sense of what is happening. Often referred to as our “shitty first draft” (SFD), this story is a product of our emotional fears and insecurities. Despite this, it is a starting point that needs attention.
- Write it down. The more ridiculous it sounds the better your SFD. Then ask yourself the following questions: What more do I need to learn and understand about the situation, the other people in the story, and about myself?
- As a daring leader it is vital to circle back to check for clarity in understanding. It is in the difference between the real story and your first draft is where the lesson lies.
- It is choosing to live authentically through acts of courage and with our whole heart.
- It is “reclaim[ing] authorship of our own stories and lives” (p. 271).

"I define a leader as anyone who takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential" (Brown, 2018, p. 4).

"We need braver leaders and more courageous cultures" (Brown, 2018, p. 6).

"Choosing our own comfort over hard conversations is the epitome of privilege, and it corrodes trust and moves us away from meaningful and lasting change" (Brown, 2018, p. 9).

"We need to trust to be vulnerable, and we need to be vulnerable to trust" (Brown, 2018, p. 30).

"To feel is to be vulnerable. Believing that vulnerability is weakness is believing that feeling is weakness" (Brown, 2018, p. 42).

"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" (Brown, 2018, p. 67).

"Daring leadership is ultimately about serving other people, not ourselves" (Brown, 2018, p. 68).

"When we feel joy, it is a place of incredible vulnerability – it's beauty and fragility and deep gratitude and impermanence all wrapped up in one experience" (Brown, 2018, p. 81).

"Rewarding others rather than seeking to be rewarded is the only way to continue to grow within an organization, and to fully embody the mantle of daring leadership" (Brown, 2018, p. 109).

"Connection is what heals (Brown, 2018, p. 142).

"Asking for help is a power move. It's a sign of strength to ask and a sign of strength to fight off judgement when other people raise their hands. It reflects a self-awareness that is an essential element in braving trust" (Brown, 2018, p. 229).

"Talk to yourself the way you'd talk to someone you love" (Brown, 2018, p. 158).

"Daring leaders who live into their values are never silent about hard things" (Brown, 2018, p. 184).

"When we have the courage to walk into our story and own it, we get to write the ending. And when we don't own our stories of failure, setbacks, and hurt – they own us" (Brown, 2018, p. 240).

"Who we are is how we lead" (Brown, 2018, p.164).

"Embrace the suck" (Brown, 2018, p. 10).

Application to Theory

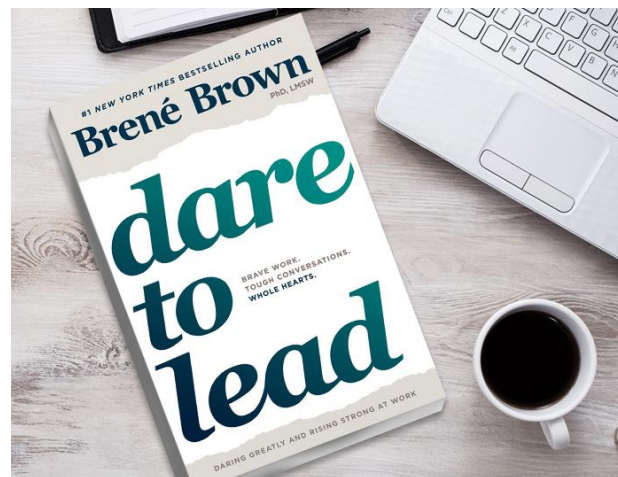
The notion that everyone can become a leader is shared by Northouse (2019) and Brown (2018). Both discuss the fact that leadership can be learned. Brown's purpose for *Dare to Lead* is to present a framework that will enhance the skills needed to become a courageous and kind leader. She says "The language, tools, and skills described in these chapters require courage and serious practice. Yet they are straightforward and, I believe, accessible and actionable to everyone holding this book" (2018, p. 5).

To lead with courage requires a brilliant **marriage** between Transformational and Adaptive Leadership frameworks under the umbrella of sharpening leadership skills that deal directly with enhancing leadership traits. I chose the word **marriage** because the lessons learned in reading her book deal with issues such as vulnerability, trust, courage, and ultimately facing the unknown with possible failure lurking around the corner; all of which apply to the human heart and our ability to love; our most intimate interpersonal relationships, are at the core of a marriage and the organizational structure that is a family, in all manners one sees fit.

According to Northouse (2019), "transformational leadership is a process that changes and transforms people. [Furthermore it] is concerned with emotions, values, ethics, standards, and long-term goals" (p. 163). He continues to explain that there is a great deal of importance in the way human beings are treated (p. 163). When comparing this to Brown's work (2018), we see that she extensively covers kindness, values, relating to and being in touch with our reactive responses, taking the time to engage in meaningful conversations that, over time, will transform the individual and the organization. In order to accomplish this, the leader requires skills.

Brown's work focuses on what Northouse (2019) calls human skills. "Human skills are knowledge about and ability to work with people" (Northouse 2019, p. 44). Moreover, leaders "create an atmosphere of trust where employees can feel comfortable and secure and where they can feel encouraged" to be part of the process as well as feeling understood and confident that their needs have been taken into consideration (p. 44-45). According to Brown (2018), the ten behaviors and cultural issues identified by leaders as hampering organizational success are essentially "deeply human issues" (p. 9). Confronting, sharpening, and practicing skills that would help fill the void in the human resource frame, within the context of a safe environment of course, is both difficult but possible. To make her vision a reality, she focuses on elements of adaptive leadership that then round off the lessons within *Dare to Lead*.

"[A]daptive leadership is the behavior of and the actions undertaken by leaders to encourage others to address and resolve changes that are central in their lives" (Northouse, 2019, p. 258). Organizational union and a sense of understood, respected purpose in the work place is arguably one of the most important parts of one's life because so many years are put towards productivity at work. Both Brown (2018) and Northouse (2019) work through the various processes of adaptive leadership which include having tough conversations, dealing with distress, creating a safe environment that lends itself to tough but productive conversations, and establishing clear, common norms or guidelines that help everyone stay in line and on track with each other's' boundaries and organizational goals. In doing so, skills such as listening, problem-solving, conversing, and traits such as empathy, trust, and courage are fostered, thus encouraging daring leadership.



Application to Practice

The underlying theme presented in this book deals with the depth of human emotions and our instinct to protect that delicate part of who we are for fear of getting hurt. The message can not only be applied to organizations but to the organizational structure of family dynamics and interpersonal connections between those closest to us. It can be the underlying theme within my own classroom as well as the healthy cure for the organizational issues we are facing at work.

Personally

Being courageous, open, honest, and truthful is vulnerability wrapped up in a bow. My husband and I could use a dose of the lessons in this book. We do have our armor up from time to time and our inability to work through the underlying emotions results in misunderstandings that could otherwise be avoided. Therefore, if I am on a personal journey to self-improvement, I need to forgive myself and my husband and apply the lessons afforded from Brown's *Dare to Lead*. A little reminder that being kind always goes a long way.

Professionally Part 1

As a teacher, our classrooms are living organizations. Students deserve a space whereby they can work towards their goals and feel safe and courageous enough to embrace making mistakes as learning to grow. One has to live by example and as a leader it becomes my responsibility to set up our classroom environment and dynamics to pave the way for daring leadership from all.

Professionally Part 2

At present, the leadership style at work deviates quite considerably from Brown's researched theory. To be fair, I do not think it is on purpose, I feel no one knows any better. Being vulnerable at work is certainly not something I would consider at present. There would require a significant shift and training to bring the leadership team and everyone up to speed with seeing vulnerability as *the* most productive means to create a sense of community and purpose among us. However, I do not believe it is impossible. I believe daring to lead through courage in all of us is a must. However, although I state that I see it working at my place of work, I would love to ask Brené Brown: Where and how should we start?

Questions to Ponder

1. What are some concrete examples of showing **vulnerability** in the workplace that applies to you? What prevents you from presenting yourself in this way?
2. Consider the idea that **trust** is built in small increments. What actions or inactions in the workplace would help build trusting relationships between colleagues? Between your leader and the followers?
3. Daring Leadership has just been adopted as the new framework for your organization. Where do you think your team requires the most training? Why?
4. Provide an example of a typical "**rumble**" in your place of work. Rework it so that it incorporates the steps and expectations of daring leadership. What have you noticed?
4. List your organization's **values**. Compare what you have written with other colleagues and your leader. If there are discrepancies, discuss why and what needs to be done to offer clarity.

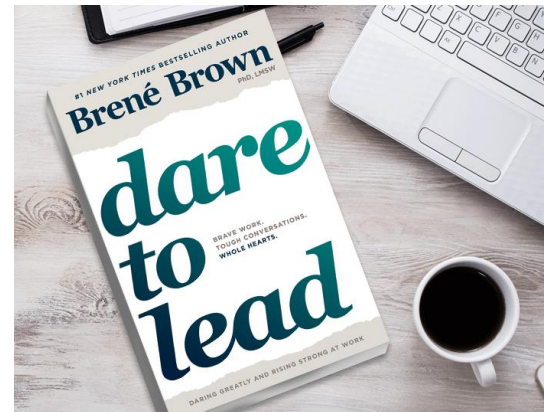


Dr. Brown's *Dare to Lead* presents a hopeful framework for courageous leadership. Daring leadership is possible through a series of steps designed to improve the necessary skills to dive into emotional vulnerability and emerge stronger than before. The fact that this book is based on data collected over several years is encouraging, in that daring leadership is alive and efficacious.

Not only does Dr. Brown's work provide concrete advice for organizations, it is, at the very core, a framework for kindness that can apply to any and all human relationships. It's universality is its strength.

Dr. Brown candidly walks readers through her thoughts and data and presents her work in four distinct chapters that each address a specific skill needed for brave leadership. To help readers fully appreciate the information presented, a summary, diagrams, tables, or images in each chapter would assist in this matter, therefore rendering the organization of her final product easier to digest.

In a fast-paced society where the bottom line is in the driver's seat, *Dare to Lead* provides a sophisticated yet simple navigation system that guides the human resource frame of organizations through the path designated for success with clarity due to courage, and all that it entails.



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