



Leveraging Vulnerability as a Leader

Participant Guide

This guide belongs to:

Updated 2/10/2023



OBJECTIVES

- Define vulnerability as uncertainty, risk, and emotional exposure
- Challenge old definitions and dispel the myths surrounding the concept of vulnerability
- Understand and begin to utilize the metaphor of the arena to examine challenges associated with feeling vulnerable or with engaging in behaviors that lead to uncertainty, risk, and emotional exposure
- Learn how to lean into a vulnerable conversation from a place of curiosity

What are your personal objectives and goals for participating in this course?

Meet Your Learning & Development Consultant

Rose specializes in facilitating the Dare to Lead™ training program. She also teaches courses and workshops on topics centered around Trust, Values, Change, and Coaching as a Leader.



Rose is a Senior Learning and Development Consultant with 25+ years of experience in Human Resources in healthcare as well as higher education. Her background includes recruitment, compensation, employee relations, corporate training programs, curriculum design, and classroom facilitation. Rose also serves as a leadership coach and is an active professional speaker. Rose has earned several professional certifications and has a Master's degree in Management and Leadership from Liberty University and a Bachelor's degree in Health Care Administration from Ohio University.



Questions? Contact Rose at rem5x@virginia.edu

Learning & Development's Commitment to "Level Up Consciousness"

We believe that people have the power to create inclusive teams working for the betterment of the individual, team, and UVA. Each person brings their personal experience, as well as their ability to actively listen, engage in constructive dialogue, and empower growth.

A Starting Point

Where do you want to be braver at work? Where do you want to be better?

What are two moments you can recall where you did not show up as you would have liked?

What are the behaviors you would like to change or develop?

Vulnerability

Vulnerability is _____

Vulnerability is the emotion we experience when we are

The 6 Myths of Vulnerability

1. Vulnerability is a weakness.
2. I don't do vulnerability.
3. I can go it alone.
4. You can engineer the uncertainty and discomfort out of vulnerability.
5. Trust comes before vulnerability.
6. Vulnerability is disclosure.

Which of these myths do you cling to?

What do you need to do to let go of the myth?

The Arena

The Arena is a metaphor for a moment or experience when you share yourself (your ideas, feelings, opinions, experiences, art, craft, etc.) knowing that you cannot control the outcome of what people think.

When you think about where you want to be braver and what gets in the way, what is one “arena moment” in your professional life that you face?

Sections of the Arena

The Cheap Seats

The Season Ticket Holders

The Box Seats

The Support Section

When you are entering the arena what messages crop up as you try to enter?

What seating section do you look to first?

What messages do you hear from the different critics' sections?

Where do you sit?

Rumbling

Rumble Definition

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,
- to listen with the same passion with which we want to be heard.

We use the word rumble as a cue to show up with an open heart and mind so we can serve the work and each other, not our egos.

Rumble Starters (curiosity lead-ins)

- The story I make up...
- I'm curious about...
- Tell me more.
- That's not my experience (instead of you are wrong about him, her, them, this...).
- I'm wondering...
- Help me understand...
- Walk me through...
- We're both dug in. Tell me about your passion around this.
- Tell me why this doesn't fit/work for you?
- I'm working from these assumptions – what about you?
- What problem are we trying to solve?

What are some situations where you could use a Rumble Starter to demonstrate curiosity?

Which of these feel natural to you?

Rumble Tools

- What's my part?
- What does support look like?
- What key learnings can we take from this?
- Are there stealth intentions that we need to surface and name?
- Are there stealth expectations driving us?
- Is horizon conflict at play here?
- The Turn and Learn to address the bandwagon and halo effects
- Do we need to check our gritty facts and gritty faith?
- Do I need to check-in with my Square Squad?
- Time out
- Paint Done
- TASC
 - T Who owns the task?
 - A Do they have the authority to be held accountable?
 - S Do we agree that they are set up for success (time, resources, clarity)?
 - C Do we have a checklist of what needs to be happen to accomplish the task?

The 5Cs

1. Color

Paint the full picture, including:

- Setting a clear intention
- Assigning the level of importance
- Answering "What does *done* look like?"

4. Cost

What will it cost us to do this in terms of money, time, bandwidth, focus, priority shifts, etc.? Is this cost tolerable? Expected? Agreed upon? Controversial? Communicated?

2. Context

No one has optics on everything that's going on in an organization. What's happening in other areas that will impact or be impacted by this decision or deliverable?

5. Consequence

What are the consequences of not doing this? What's at stake? What are the consequences of getting it wrong? Are there any unintended consequences that we can anticipate or problem-solve now?

3. Connective Tissue

How does this plan/strategy/decision/deliverable solve or amplify what's already happened or what's happening now? Or, how does it lay the groundwork for what hasn't happened yet but is part of the vision for the future?



ADDITIONAL RESOURCES

Books:

- **Dare to Lead** by Brené Brown

Ted Talks:

- **The Power of Vulnerability**
- **Listening to Shame**

Podcast:

- *Dare to Lead* (exclusively on Spotify)

Program: Dare to Lead™ Training

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. Dare to Lead™ is the ultimate playbook for developing brave leaders and courageous cultures. This program builds the skills we need to show up with other people, try new behaviors, experience falls and failures, get back up, learn, and try again.

Based on the research of Brené Brown, the Dare to Lead™ program is an empirically based, courage-building program based on four skills sets that are teachable, observable, and measurable. This training program, led by Certified Dare to Lead™ Facilitator Rose Markey, will equip participants with language, tools, and exercises to put these four skills into immediate practice.

- **Rumbling with Vulnerability:** face risk, uncertainty, and tough conversations with courage, clarity, and empathy.

- **Living into Our Values:** identify what you stand for and how to show up from a place of integrity every day.

- **BRAVING Trust:** build meaningful and authentic connections with your teams, colleagues and customers so you can work together from a foundation of trust.

- **Learning to Rise:** become aware of your emotions and stories and learn how to show up and lead with courage - even when faced with failure, disappointment, and setbacks.

This program is offered as an eight-part series of three hour workshops and includes the Dare To Lead™ workbook and trained badge for your LinkedIn profile. This program is most effective when offered to intact leadership teams who want to change and improve their culture. This program is also offered in an open-enrollment format to any UVA employee or team member. Further information can be obtained by contacting Rose Markey at rem5x@virginia.edu

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is UNCLEAR
IS UNKIND.
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