

Exercise: Armored Leadership vs. Daring Leadership

All of us can be Armored and Daring at different times. Review the list of leadership behaviors and circle two from each column that best describe your typical leadership style. In other words, what are two armored behaviors you typically do, and what are two daring behaviors you typically do.

Armored Leadership Behaviors		Daring Leadership Behaviors
Driving Perfection and Fostering Fear of Failure	↔	Modeling and Encouraging Healthy Striving, Empathy, and Self-Compassion
Being a Knower and Being Right	↔	Being a Learner and Getting it Right
Hiding Behind Cynicism	↔	Modeling Clarity, Kindness, and Hope
Using Criticism as Self-Protection	↔	Making Contributions and Taking Risks
Using Power Over	↔	Using Power With, Power To, and Power Within
Husting for Our Worth	↔	Knowing Our Value
Leading for Compliance and Control	↔	Cultivating Commitment and Shared Purpose
Rewarding Exhaustion as a Status Symbol and Attaching Productivity to Self-Worth	↔	Modeling and Supporting Rest, Play, and Recovery
Tolerating Discrimination, Echo Chambers, and a “Fitting In” Culture	↔	Cultivating a Culture of Belonging, Inclusivity, and Diverse Perspectives
Collecting Gold Stars	↔	Giving Gold Stars
Zigzagging and Avoiding	↔	Straight Talking and Taking Action
Leading from Hurt	↔	Leading from Heart

Modified from *Dare to Lead*

