

How to Be (Im)Perfect

BEFORE WE BEGIN

- ★ Key resources
- ★ Book giveaway







**What is
leadership?**



**What makes
leadership so
complex?**

But...



**What does it mean
to be good?**



**What does it mean
to be a good leader?**

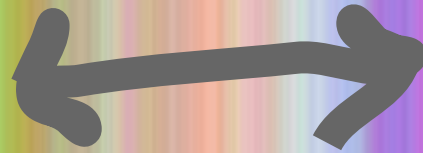
All

Nothing

reality

Never

Always



Success

Failure

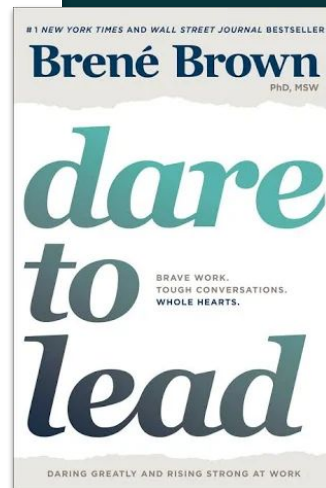


Know Your Values



List of VALUES

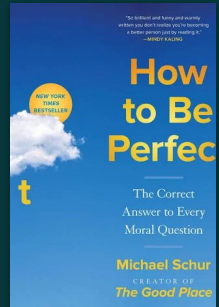
Accountability	Ethics	Kindness	Self-respect
Achievement	Excellence	Knowledge	Serenity
Adaptability	Fairness	Leadership	Service
Adventure	Faith	Learning	Simplicity
Altruism	Family	Legacy	Spirituality
Ambition	Financial stability	Leisure	Sportsmanship
Authenticity	Forgiveness	Love	Stewardship
Balance	Freedom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



If we really work at finding the means of our virtues
- learning their ins and outs, their vicissitudes and
pitfalls, their pros and cons - we become flexible,
inquisitive, adaptable, and **better** people.

– Michael Schur

i.e. know your values and practice them
(and recognize when they change)





Be Daring
(not Armored)

Armored Leadership

01. DRIVING PERFECTIONISM AND FOSTERING FEAR OF FAILURE
02. WORKING FROM SCARCITY AND SQUANDERING OPPORTUNITIES FOR JOY AND RECOGNITION
03. NUMBING
04. PROPAGATING THE FALSE DICHOTOMY OF VICTIM OR VIKING, CRUSH OR BE CRUSHED
05. BEING A KNOWER AND BEING RIGHT
06. HIDING BEHIND CYNICISM
07. USING CRITICISM AS SELF-PROTECTION
08. USING POWER OVER
09. HUSTLING FOR OUR WORTH
10. LEADING FOR COMPLIANCE AND CONTROL
11. WEAPONIZING FEAR AND UNCERTAINTY
12. REWARDING EXHAUSTION AS A STATUS SYMBOL AND ATTACHING PRODUCTIVITY TO SELF-WORTH
13. TOLERATING DISCRIMINATION, ECHO CHAMBERS, AND A "FITTING IN" CULTURE
14. COLLECTING GOLD STARS
15. ZIGZAGGING AND AVOIDING
16. LEADING FROM HURT

**Daring Leadership**

01. MODELING AND ENCOURAGING HEALTHY STRIVING, EMPATHY, AND SELF-COMPASSION
02. PRACTICING GRATITUDE AND CELEBRATING MILESTONES AND VICTORIES
03. SETTING BOUNDARIES AND FINDING REAL COMFORT
04. PRACTICING INTEGRATION—STRONG BACK, SOFT FRONT, WILD HEART
05. BEING A LEARNER AND GETTING IT RIGHT
06. MODELING CLARITY, KINDNESS, AND HOPE
07. MAKING CONTRIBUTIONS AND TAKING RISKS
08. USING POWER WITH, POWER TO, AND POWER WITHIN
09. KNOWING OUR VALUE
10. CULTIVATING COMMITMENT AND SHARED PURPOSE
11. ACKNOWLEDGING, NAMING, AND NORMALIZING COLLECTIVE FEAR AND UNCERTAINTY
12. MODELING AND SUPPORTING REST, PLAY, AND RECOVERY
13. CULTIVATING A CULTURE OF BELONGING, INCLUSIVITY, AND DIVERSE PERSPECTIVES
14. GIVING GOLD STARS
15. STRAIGHT TALKING AND TAKING ACTION
16. LEADING FROM HEART

#1 NEW YORK TIMES AND WALL STREET JOURNAL BESTSELLER

Brené Brown

PHD, MSW

**dare
to
lead**

BRAVE WORK.
TOUGH CONVERSATIONS.
WHOLE HEARTS.

DARING GREATLY AND RISING STRONG AT WORK

BRENÉ BROWN

ARMORED LEADERSHIP

BEING A **KNOWER** & BEING **RIGHT**

VS.

Daring LEADERSHIP

BEING A **LEARNER** & **GETTING IT RIGHT**

SELF PROTECTS
IN WAYS THAT MOVE
US AWAY FROM OUR
values



VERY
Common
MOST OF US HAVE
SOME KNOWER IN US

LEADS
TO

1. DISTRUST
2. BAD DECISIONS
3. UNPRODUCTIVE CONFLICT



THE NEED to be
A KNOWER CAN BE
DRIVEN by SHAME
or EVEN TRAUMA

ALWAYS BEING RIGHT
IS HEAVY ARMOR

DEFENSIVENESS

POSTURING

SO IT'S NOT
ALWAYS EASY
to CHANGE

WHEN THINGS
get
TOUGH



LEANS INTO
vulnerability
AND GETS CURIOUS



3 STRATEGIES
to Transform
ALWAYS **into** ALWAYS
Knowing Learning

NAME the ISSUE

1 LEARN to ASK
THE RIGHT
QUESTIONS

Learn
CURIOSITY SKILLS

3 ACKNOWLEDGE and REWARD
GREAT QUESTIONS & DARING LEADERSHIP
BEHAVIORS

DRAWN by URBAN WILD STUDIO

FEEDBACK TOOLBOX

Rumble Language

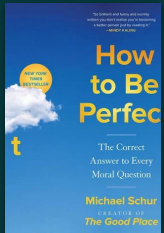
- ___ The story I make up
- ___ I'm curious about
- ___ Tell me more
- ___ That's not my experience
- ___ I'm wondering
- ___ Help me understand
- ___ Walk me through that
- ___ What's your passion around this
- ___ Tell me why this doesn't fit/
work for you



Our behaviors create deep grooves in our personalities, like a heavy chair forming impressions in a shaggy rug, and it becomes harder and harder to escape them.

The best thing about Aristotle's “**constant learning, constant trying, constant searching**” is what results from it: a mature yet still pliable person, brimming with experiences both old and new, who doesn’t rely solely on familiar routines or dated information about how the world works.

– Michael Schur



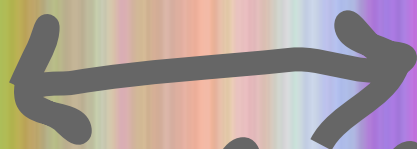
All

Nothing

imperfectly

Never

Always



perfect

Success

Failure

THANK YOU

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