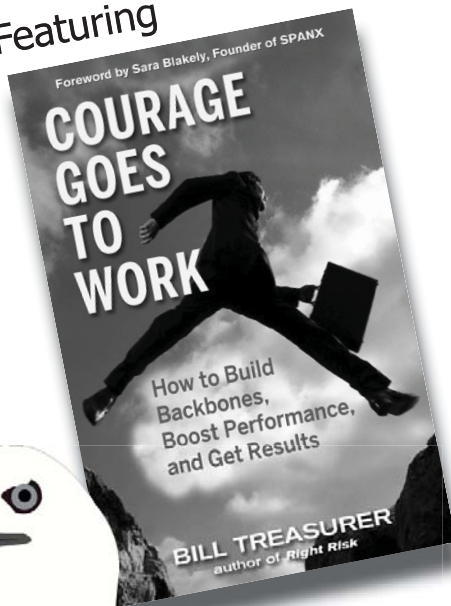


BOOK 1  
MAY 2010

# QUEST FOR COURAGE

Kentucky Personnel Cabinet's  
Leadership Institute

Featuring



*Everyone has the capacity to be courageous.*

*Employees perform better when they are working courageously.*

*Courage is a learnable and teachable skill.*

*The key to putting courage to work is the regimen of things you regularly do before challenging situations present themselves.*

*The entire workforce benefits when everyone is showing up to work with more courage.*



# Lesson Plan Session 1

**The Challenge to Be Courageous**..... Secretary Jackson  
"If I only had the nerve!"

**Courage Goes to Work**..... Crystal Pryor  
Comfort vs. Fear

**Setting a Foundation**..... Jamie Allen  
The three buckets of courage  
The five Promises of Workforce Courage

**Focus on TRY Courage**..... Dera Lindsay

**Fillers and Spillers**..... Dera Lindsay  
Recognizing the differences between the two and how each affects the workplace

**Quest for Courage Initiative**..... Tammy McNew  
To BE encouraged or NOT to BE encouraged? That is the question.

**Your Mission...**..... Tammy McNew  
Encourage your staff

**Evaluations**..... Tina Goodmann

## *The Challenge to Be Courageous...*

### **What does courage mean?**

The ability to do the right thing, despite being afraid or uncomfortable, in situations that involve fear, pain, risk, uncertainty, or intimidation.

### **NOTES:**

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Consider how the courage of others affects you...

List three personal 'courageous' role models:

1  
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2  
-----  
3  
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List three professional 'courageous' role models:

1  
-----  
2  
-----  
3  
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Ask yourself...  
"Why do I admire these people?"

# Courage Goes to Work

## What does courage have to do with the workplace?

When employees are **too comfortable** doing things the way they've always done them or **too afraid** to do things differently, they can be called 'comfeartable'.

Comfeartable workers:

- stay safe at all costs
- show no initiative
- take no risks
- have no candor
- make no waves
- do no more than what is asked
- don't innovate
- don't extend
- don't lead

**Courage is the best remedy for 'comfeartability'!**

Have **you** ever been too comfortable? Have **you** ever been too afraid?

How did you overcome complacency and fear to embrace the leadership role you have now?

## Did you have a manager who ENCOURAGED you?

Ask yourself...  
"Do I have employees like this?"

Do you want employees like this?

## When have YOU used courage?

1

2

3

4

5

6

7

8

9

10

## Activating comfeartable workers.

- Find new and better ways to get a greater return on your workers' passion, engagement and initiative
- Inspire greater commitment to company changes
- Learn how to make people less afraid of stepping up to challenges, more willing to trust you and the company, and more apt to speak up candidly and assertively

Ask yourself...  
"What can I do to Activate my employees?"

## What's your plan?

I. \_\_\_\_\_  
a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_

II. \_\_\_\_\_  
a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_

III. \_\_\_\_\_  
a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_

IV. \_\_\_\_\_  
a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_



of how better things will be (for the workers themselves and for the company) as a result of their work. Too often managers are seen as mouth pieces of the higher ups. When lower level employees hear you talk about the “strategic value added proposition for the end users” for example, they will begin to think you’ve drunk too much of the organizational happy-juice.

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## STEP 1

Model courageous behavior.

## STEP 2

Make it safe to take risks.

## STEP 3

Use fear’s energy to face challenges.

## STEP 4

Move people in and out of their comfort zone.

**Ask yourself... “What were the scariest or most uncomfortable moments in your career thus far? Weren’t you trying something new, trusting someone else’s lead, and or telling the truth about a conviction you were upholding?”**

Workers have the highest regard for managers who do the same uncomfortable things they are asking someone else to do, but who do them first. The word lead implies to stay out in front. Jumping first involves a mixture of leadership, role modeling, and initiative and the best way to get people to follow you is to first take the high dives you’re asking others to take. Managers need to provide workers with an inspiring vision

**Managers must Jump first.**

**Now think about the single biggest career goal you have in front of you right now. To achieve your goal, won’t it involve exercising more TRY, TRUST, or TELL Courage (or some combination of all three)? Now think about your comfortable workers. Wouldn’t having more TRY, TRUST, and TELL Courage help them to move past the debilitating effects of comfort and fear?**

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# 3 Buckets (Types) of Courage

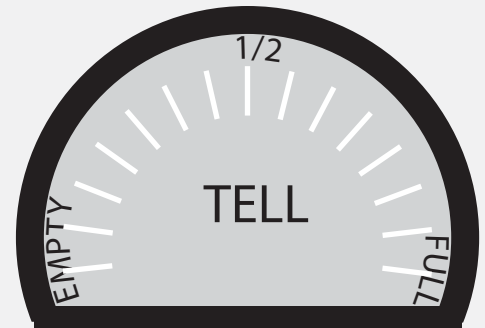
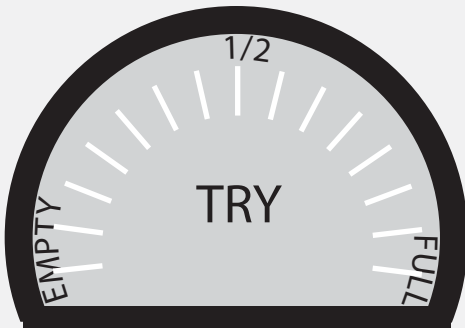


Use the red marker to mark the gauges below, how much of each type of courage you have right now.

TRY Courage is the courage of first attempts, and is experienced when something is attempted for the first time, or reattempted after significant failure. Whenever situations require taking hold of opportunities, blazing new trails, or applying hands-on leadership, TRY Courage is required.

TRUST courage requires trusting, and relying on the actions of others. A high level of TRUST Courage is obtained by positive reception to directions, openness toward feedback, and maturity in the acceptance of criticisms. TRUST Courage is gained when it is given.

TELL Courage is the courage of voice and involves telling the truth, regardless of how uncomfortable that truth may be for others to hear. Of all the courage types, it is the most rarely used in the workplace, particularly at the lower levels.



Of the three types of courage, which is your strongest? \_\_\_\_\_

Of the three types of courage, which is your weakest? \_\_\_\_\_

Write one personal example of each of the three courages...

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Focus on TRY Courage

TRY Courage: It is easier not to do something than to do it, which is why many people prefer to stay in their "comfort zone." It takes courage to TRY something, particularly when you've not done it before. This is the kind of courage that's demonstrated when someone "steps up to the plate", for example taking on a project where others have failed.

### Associated With:

- "Stepping Up"
- First attempts
- Action

**Requires: Overcoming Inertia**

**Risks: Your actions may harm others**

# Filler

- Encourages advancement
- Risk taking
- Focuses on what they can control
- Acts based on principles/ values
- Builds people's confidence
- Loves the privilege that leadership is



- Discourages advancement
- Risk averse
- Focuses on who they can control
- Acts to protect ego/image
- Stokes people's FEAR
- Loves the privileges leadership comes with

# Spiller

### NOTES:

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**Ask yourself...**  
**"Am I a Filler or a Spiller? and Why should I care?"**

What behaviors on your part would make workers feel allowed to be more courageous?

What could you say or do to encourage employees that would give them permission to be courageous and TRY something outside of their comfort zone and YOURS?

Describe a recent sweaty-palm example of when one of your employees did something outside his or her comfort zone.

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How did it pan out?

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What lessons did your worker likely draw from the experience?

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What lessons did you draw?

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# Glossary of Terms

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## **Air-Cover**

-a type of safety net you provide for your employees when they see you being courageous with your boss; going to bat for your employees.

## **ComFEARtable**

-term describing someone who has become comfortable working in a perpetual state of fear.

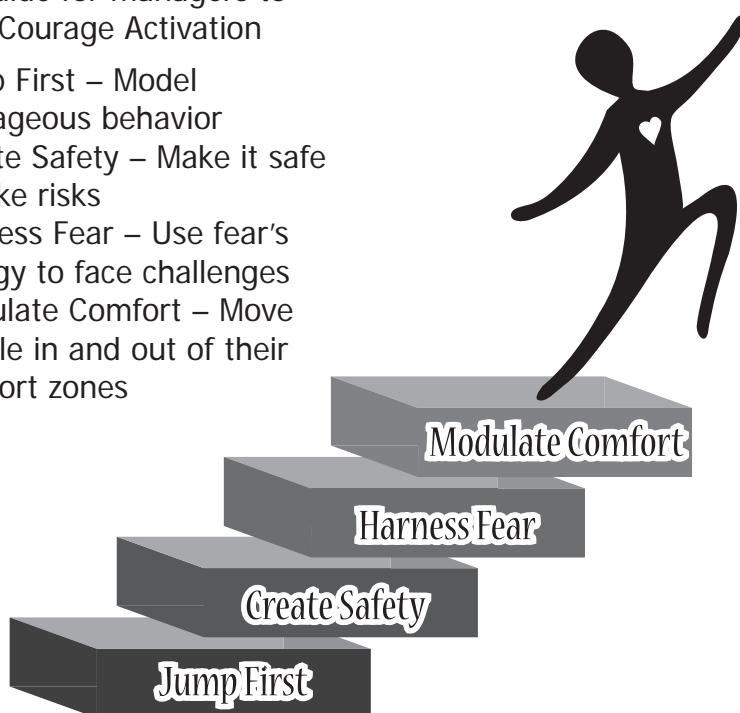
## **Courage Activation**

The responsibility of managers, mentors and coaches to develop, encourage and reinforce courage in others. This is achieved by providing challenge, opportunity and support to employees while compelling them to achieve higher standards and holding them accountable.

## **Courage Foundation Model**

-basic guide for managers to achieve Courage Activation

- Jump First – Model courageous behavior
- Create Safety – Make it safe to take risks
- Harness Fear – Use fear's energy to face challenges
- Modulate Comfort – Move people in and out of their comfort zones



## **ENcourage**

-to inspire with courage, spirit, or hope [urge, hearten, stimulate, foster]

## **Filler**

-inspire, optimistic, positive, supportive, instill confidence, energize, encourage

## **Protective Frames**

-(used to build confidence and capabilities) – is a mechanism for harnessing fear. The stronger your protective frame the more fear you can withstand.

## **Safety Net**

-(used to reduce fear) – lower workers' risks (and fears) by lessening the consequences of failure. A tool that will empower your employees to be more experimental and innovative by showing them that:

*It's okay to make mistakes.*

## **Spiller**

-undermine confidence, pessimistic, hold back, instill fear, negative, discourage

## **TELL**

### **Courage**

-the courage of voice that involves telling the truth, regardless of how uncomfortable that truth may be for others to hear.

## **Three**

### **Buckets of Courage**

-the distinction made to better identify the types of courage even more precisely than the realms of courage more generally used (ie. moral courage, military courage, and political courage). While the realms themselves have sharp differences, the ways people behave when being courageous fall into the 'three buckets of courage'.

## **TRUST Courage**

-an essential part of being a good follower because followership requires trusting and relying on the actions of others.

## **TRY Courage**

-the courage of first attempts, and you experience it whenever you attempt something for the first time, or reattempt something after a significant failure.

# QUEST FOR COURAGE

## WHY ?

The Quest for Courage is an initiative designed to promote and bring awareness to Courage throughout the Personnel Cabinet. Just as the Pathway to Progress focused on our Mission, Vision and Values; and the Four Big Questions focused our attention on our strategic goals.

## WHAT IS IT ?

Employees will be exposed to the video you saw today and there will be a display board in the Secretary's Lobby where they can reflect on what courage is, what it means and how it applies to their worklife. They will also have the opportunity to share their thoughts about courage by completing a Quest for Courage Card.

## WHAT IS YOUR ROLE ?

- enCourage employees to visit the display board
- enCourage employees to watch the video
- talk to employees about courage in staff meetings
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- If you have an idea that seems to work well, share it at the next Leadership Institute.

## *Leadership Assignment*

### *Attempting TRY Courage...*

Identify a goal you would like to achieve using 'TRY courage': \_\_\_\_\_

\_\_\_\_\_

### **FEAR**

List your fears surrounding the goal above:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **ACTION PLAN**

Create a plan for achieving your goal- in spite of your fears.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **OUTCOME**

What happened?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Questions about today's presentation can be directed to the Center for Strategic Innovation.

Please follow this link and take a brief evaluation survey and let us know what you think about the class:  
<http://www.surveymonkey.com/s/JDYT5SZ>