

Sara Lindmont: Hi everyone. And welcome to today's webinar, ***Courageous Leadership: How to Build Backbone, Boost Performance, and Get Results***, hosted by HRDQ-U, and presented by Bill Treasurer. My name is Sara. And I will moderate today's webinar. The webinar will last about an hour. And if you have any questions, you can go ahead and type them into the chat area on your GoToWebinar control panel. And then, we'll either answer them as they come in, at the end of the session with Bill, if we have time, or after the session by email, if we're out of time.

Sara Lindmont: So, our presenter today is Bill Treasurer. Bill is the founder of Giant Leap Consulting, a courage building company, and the author of the international best seller, 'Courage Goes to Work'. He is also the author of the 'Courageous Leadership' training guide, the world's only off the shelf facilitator training program. And his courage building workshops have been taught to thousands of executives in 11 countries, on five continents.

Sara Lindmont: Bill's newest book is 'The Leadership Killer: Reclaiming Humility in an Age of Arrogance', which he wrote with Captain John Havlik, retired Navy Seal. Bill's most important roles are that of husband to his wife, Shannon, and father to their three beautiful children, Alex, Fina, and Ian. Welcome, Bill. And thank you for joining us today.

Bill Treasurer: Thank you, Sara. It's great to be back. I'm really looking forward to the time that we're gonna be spending together. And I'm really grateful for all of the folks who showed up today to this webinar. We have over 800 plus, around 850 folks have registered, from all around the globe, believe it or not. Showing me that you're interested in leadership, one. So it shows me a lot about you. And you're also interested in this topic of courage. Sara and I were putting it together today. And we've probably done webinars together for about a decade. At least 10 years. And I'm always gratified to be able to work with HRDQ. And now, with HRDQ-U, the University arm of HRDQ.

Bill Treasurer: So, we're gonna be talking today about a training program called 'Courageous Leadership'. It's a training program to build workplace courage. I'm really lucky. I'm the CEO of a company called Giant Leap Consulting. And when I say CEO, I mean Chief Encouragement officer. I'm lucky in that I get to go around the world. And in any culture that I

work in, there is a word that means courage. You can't find me a culture where there's not a word that means courage. And that's partly because courage is part of the human condition. It's an essential element of the human condition.

Bill Treasurer: With every group that I get to work with, including this group today, you all attending this webinar, I learn from groups like you. And then, I take what I learn, and then I go, and I bring them to other groups. So today, we're gonna learn from each other around this idea of courage, and courage building. And I also want to let you know that much of the material today is going to be extracted from the 'Courageous Leadership' training guide. It is an off the shelf, comprehensive, do it yourself leadership courage program, so that you can infuse courage into your own workplace.

Bill Treasurer: And it is represented by HRDQ. So it is, they are one of the exclusive providers of this material. Just to explain it, there is a trainer's guide that has scripts, and agendas for a full day, and a half day courage building workshop. So you can put courage into your culture, as a cultural value system. And then, there is a participant workbook, for all of the people who go through your courage building programs, if you care to facilitate it as a trainer.

Bill Treasurer: And then, finally, there is a 'Courageous Leadership' profile that has 30 questions that you can use right in a training session. And people can identify how much courage they have, in three different areas, that I'm going to introduce you to later. It's a signature program, as I said, offered by HRDQ.

Bill Treasurer: So this material has been road tested at a bunch of clients. These are clients that I have worked with in the past, or currently. Many times, they are doing it as part of a cultural transformation effort, where courage has bubbled to the surface as a new value that they need to instill in the company. And then, they'll go find this material. Sometimes, they'll do it themselves, by getting a do it yourself program. The one that I just talked about. Sometimes, they'll bring us in, my company, to introduce people to this material. And then, oftentimes, I'll work with a smaller subset from the company to do a train the trainer program. All of these are available through HRDQ.

Bill Treasurer: So, here's the first thing I want you to know. I'm gonna share with you six lessons about courage. As well as three tips, towards the end. And I've got plenty of questions, and ways of interacting with you. We only have an hour. So I'm gonna introduce you to as much of this material as I can in an hour. And try to make it engaging, so that you get to really feel energetic about what we're doing, in terms of courageous

leadership.

Bill Treasurer: Here's the first lesson of the six, that I want to share with you. You already know a lot about courage. You're a courageous person. Each person that is going through life, has courage inside of them. You can't go through the human experience without activating your courage. Having said that, all of us have denied our courage at some point, too. That moment when we bit our tongue, when we should have been speaking up. Or doing something that was hard and scary, but we walked away from it. We've denied our courage as human beings. And we've embraced our courage as human beings.

Bill Treasurer: So today, I told you that we're gonna be learning from each other. I want to start off by learning from you. And here's my question to you. If you were coaching a valued friend, who needed more work courage, what advice would you offer? So, if you would just chat your answers, we'll get to view some of these. And we'll learn from each other. So, if you were gonna be giving a valued friend, or colleague, some tips on how to be more courageous at work, what tips would you offer? Let's see what you got. Feel free to go ahead and chat in your answers.

Bill Treasurer: The point of the question is the recognition that you already are courageous. You have plenty of ways of activating your courage. So, I'm seeing some answers coming in right now. Great. These are great answers. So here we go. I'm gonna share a couple with you that I see. Let's see.

Bill Treasurer: "Say yes more often." Terrific.

Bill Treasurer: "Stand up for the right thing." Right. If you can anchor it to a set of principles, a set of core values. Then you know what you're doing the right thing. It's easier to do that tough action. Follow your gut. You've got inner wisdom. You've got inner council. And sometimes, it makes sense to follow that.

Bill Treasurer: Let's see, "You gain a lot more courage by doing bold things."

Bill Treasurer: "Don't let yourself be walked over."

Bill Treasurer: "Have a clear vision of what you're trying to do."

Bill Treasurer: "Don't be afraid to speak up." Mention to that one. Let's see.

Bill Treasurer: "Do what feels right. And be confident in your skills." Great. Gain skills so that you have confidence in them. Coming through.

Bill Treasurer: "Don't let yourself be walked all over. It's okay to say no." That's right. It is. And sometimes, courage is in the yes. And embracing the yes. Sometimes, courage is a disciplined no. And having a boundary to put in place. Great.

Bill Treasurer: "Don't be afraid to go against what's "Normal"".

Bill Treasurer: "Explain the detailed performance expectations." Good.

Bill Treasurer: See, you're just proving my point. I told you you were courageous. You all have terrific tips on how to be courageous more often. My encouragement to you is, share those tips. Have those conversations with the people in your workforce. Start conversations. If you want to change a culture, a workplace, it starts in conversation. Even talking about courage starts to instill a value system.

Bill Treasurer: I'm gonna go on to courage lesson number two. Courage is a teachable virtue. Courage is a teachable virtue. Now, I'm not the first one to say that. In fact, Aristotle said that courage is a virtue. And he said, it's the first virtue. Because it makes all of the other virtues possible. C.S. Lewis, the great theologian, who wrote 'The Chronicles of Narnia'. He said that courage is not just one of the virtues. It's all of the virtues taken to the testing point. Outside of work, courage has always been a premiere, if not the premiere, virtue.

Bill Treasurer: The rationale of my business is, why would it be any different at work? It's not any different at all. In fact, courage is the first virtue of leadership and business. If you think of important elements in business. For example, if you want people to be innovative, you know where innovation almost always starts out with? Blasphemy. The current technology, when you come up with a new disruptive innovative technology, is going to become obsolete. But the people who are loyal to that old technology are gonna see you as a blasphemer when you come in with the new idea.

Bill Treasurer: So, things like innovation. How about being a great salesperson? Or business developer? Means knocking on hundreds of doors in the face of rejection, over and over again. And that takes courage. How about being a leader? Where you have to render bold decisions that some people are going to disagree with? And give you flack? And you've got to be able to withstand the turbulence of that. That takes leadership. So innovation in sales, and leadership, and presentation skills, and conflict, and all of the things that matter at work, always come back, in some form or fashion, to courage. So courage is the first virtue of business and leadership.

- Bill Treasurer: My company, Giant Leap Consulting, is trying to advance a new organizational development practice. We are a courage building company. You can find out about us at CourageBuilding.com. There are three fundamental premises with the idea of courage building. I know you've heard of the term team building before. We think courage building is just as important in the workplace.
- Bill Treasurer: The first premise is that courage is a skill. It's teachable. It's learnable. You've been learning how to be courageous since you were a little kid. Maybe about six years old, and one of your parents took off your training wheels on your bicycle. And you took four wobbly pedals forward, and fell down, and scraped your knees. Maybe cried a little bit. And then, your parents made you get back up on that bicycle. Persisting through suffering is something we learn at a young age.
- Bill Treasurer: But just because you learn courage at a young age, doesn't mean you get a pass from having to learn it, or activate it, later in life. How about when you were 12 years old? Maybe you had to confront the schoolyard bully. Are there schoolyard bullies that are still existing in the workplace later in life, that you have to confront? Sure there are. So, you have learned how to be courageous since you were a kid. And it doesn't stop then.
- Bill Treasurer: People perform with higher morale, and engagement, for longer periods of time, when they're operating out of confidence, courage, and conviction, than when they're operating out of fear and anxiety. And yet, still many leaders, if not most, use fear and anxiety to provoke people to get things done, and/or to motivate them. We just know that there's a better way.
- Bill Treasurer: And then, finally, the entire organization can be transformed for the better when more people are showing up to work each day with just a little bit more courage. It can have a transformational impact on the workplace. Now, I'm an advocate of courage. I've been in my business I've had now, this is the 18th year, I believe. I've been in organizational development for about 25 years. And I'm an advocate of courage. I've seen it transform lives. I've seen it transform businesses. So I try to teach it, even to my own kids.
- Bill Treasurer: I'll tell you a quick story. A couple of years ago, around Halloween, I dared my kids ... I've got twin 15 year olds, and a 12 year old. They were a little younger, a couple of years ago, and I dared them to sleep in the scary shed in the backyard. Now, my kids immediately said, "Dad. It's October. It's like 20 degrees outside. We're not gonna sleep in the scary shed, outside." I said, "No, wait a minute kids. I'm gonna dare you to do

this. I want you to find your courage. And I will give you each \$5." To which they said, "Dad, \$5. Don't forget, Dad, we have animals that live near us here. We've got bears in Asheville."

Bill Treasurer: This is our driveway. Here is a bear about 15 feet away from me. Here is a bear by the scary shed, playing Frisbee. So my kids were like, "Dad, we're not gonna be going out to the scary shed, and sleeping overnight. We have bears." Here's a picture of my kids sleeping in the scary shed. And it only cost me \$150. They did it for \$50 each, when they wouldn't do it for \$5 each. So sometimes, it just takes a little incentive to confront your fear the first time.

Bill Treasurer: Later, it wouldn't be the same value to them. It diminishes over time. So, I want to give you that idea, that courage is important. That courage is teachable. And that people can learn to be courageous, over time. Even if you have to incent them.

Bill Treasurer: Here's the third lesson. Courage is found in discomfort. Not comfort. When I talk about courage, I'm not talking about walking on the moon. Or running up a hill with a machine gun in your hand, and charging against the enemy. Or running into a burning building. I'm talking about an everyday, more accessible, experience of courage, that's available to anyone. In our one day workshop, we'll often ask people to give us examples of courage that they've seen at work. Or that they've been introduced to at work.

Bill Treasurer: Here's some things that we hear. How about taking on a new role that eclipses your current skills? Putting yourself in over your head, on purpose. That takes courage. How about giving a presentation to your bosses boss? Public speaking is petrifying for a lot of people. And it means having to experience and activate their courage just to be able to do it.

Bill Treasurer: How about giving tough feedback to a peer? Or a boss? We expect downward feedback. But how about giving it laterally, or upward? That takes courage. How about soliciting honest feedback about your own leadership? Asking to go through a 360 degree feedback at work, for example. What about enforcing new performance standards on tenured employees, who've been around for a while? How about having to lead people on your team that you are younger than? And they have more experience than you in the workplace? That takes courage.

Bill Treasurer: So, there are literally and endless list of examples of work situations that require, necessitate, the need for courage. In any one of those situations, we tend to exist on a grand continuum that ranges from safety seeking behavior on the one hand, to opportunity seeking

behavior on the other hand.

- Bill Treasurer: Now most of us are willing to go out on that continuum, to some degree. And then we get to a point at which we hesitate. We call that our comfort zone. By definition, if you're not in your comfort zone, where are you? That's right. You're in your discomfort zone. If you're not comfortable, you're uncomfortable. And here's the thing to recognize, if you are in a leadership position, you have two responsibilities.
- Bill Treasurer: The first is to be, occasionally, up and off whatever high dive platform you're asking other people to leap off of. You have to be a role model of courage. Ask yourself, when's the last time you did something for the first time at work? If you're in a leadership position, and you haven't gotten out into your discomfort zone in the last couple of years, maybe it's time to. Because you have to be the role model, the standard bearer, of the ethos of courage.
- Bill Treasurer: The second responsibility that you have as a leader, is to make people uncomfortable. Now, I don't mean that in a fear stoking, or a fear provoking, way. 'Cause I've got lots of research that will show you the diminishing returns of fear on impact and performance. But I do mean it in a way that nudges people out into their discomfort zone, to help them grow, progress, and evolve. Because that's where the learning happens. We would call that the courage zone. Not so far out into discomfort that they petrify, or choke. But enough out into discomfort where they're growing. And they're trying new things, and elevating to higher standards.
- Bill Treasurer: I love this quote, by Ginny Rometty, who happens to be the CEO of IBM. She had a history of taking on jobs that eclipsed her skills, so that when IBM was looking at a CEO candidate, inside and outside the company, they said, "You know what? Ginny Rometty has done a lot of hard things here, and figured out how to be successful. Here she is at the Fortune Magazine Most Powerful Women's Summit. She's got a great quote. It's really worth writing down. She says this, "Comfort and growth don't coexist." Comfort and growth don't coexist. If you want to grow, progress, evolve, have a thriving career, you've got to be willing to go out on the skinny branches. And do uncomfortable things.
- Bill Treasurer: I'm gonna tell you how this worked in my own life. And how I became interested in the notion of courage. And in order to do that, we're gonna take a walk down history lane. And watch me over 40 years ago.
- Bill Treasurer: Now, there I am in Larchmont, New York, where I grew up, doing a back dive when diving became my sport. I'm about 11 years old in those

images. I'm 45 now. And diving became my sport. I wasn't a great athlete. But when I found diving, I got pretty good. And I won the Westchester County diving championships three times. Colleges started to dangle scholarships in front of me. And they'd eventually all ask the same question. They'd say, "Bill, you're a great low board diver. You're a great one meter specialist. We also have high board, here at school. Tell us about your high board list of dives." And I didn't have a high board list of dives. Because I was, and am, petrified of heights.

Bill Treasurer: So now, I had to confront a decision. What am I gonna do? Am I gonna miss the opportunity to maybe get a scholarship to go to college, because I'm afraid of heights? Fortunately, I had a coach who took me down to Iona College, where they had a diving board that was built on a hydraulic lift. Like when you take your car to get an oil change. And he was able to take that diving board, and move it up to one and a half meters. Now, I was scared. My heart was racing. I was going over on my dives. I didn't want to go to practice. I was upset with him for asking me to do this. I was really uncomfortable.

Bill Treasurer: But after about 100 dives, my heart started to simmer down a little bit. After 200 dives, it became easier. After 300 dives, it got boring. Boredom is a great clue. If you've got people that are working for you, that are starting to get bored, and complacent, that means it's time to turn up the heat a little bit. What do you think that my coach did then?

Bill Treasurer: He moved that diving board to two meters. Now my heart was racing again. I was going over on my dives. I was upset with him, etc., etc.. 200, 300, 400, it got normal again. He was using this process that we call modulation of comfort. Modulating between comfort and discomfort, allowing me to move out into discomfort. Where it was awkward. Where I was vulnerable. Gave me time to acquire new skills as I gained confidence. It became time to move me back out into discomfort.

Bill Treasurer: Through this process, the kid who started out with a profound fear of heights, eventually did this for a living.

Speaker 3: Just one more thing, ladies and gentlemen, before Bill does his high dive, when he turns around, let's all get together with a big round of applause that [inaudible 00:22:14] on the board. Our featured high diver [inaudible 00:22:16] the ladder, he's Bill Treasurer. Now everyone, silence please. Let's wait for him to come down. And there he is, with a beautiful three position [inaudible 00:23:00] somersault. [inaudible 00:23:00] our featured high diver, Bill Treasurer.

Bill Treasurer: So, for seven years after getting a full scholarship to West Virginia University, because of a coach who nudged me out into discomfort, I

was a member of the US High Diving Team. Where I was diving from 100 foot platforms, traveling at speeds in excess of 50 miles an hour, before hitting a small pool that was only 10 feet deep. This is how I activated my courage. The kid who started out with a profound fear of heights, because of a coach who nudged him into discomfort, in a thoughtful, lengthy way. And a way that took time, and preparation. Eventually, by nudging me out into discomfort, modulating between comfort and discomfort, I was able to acquire the high board list of dives. And eventually, traveled all around the world.

Bill Treasurer: I have experienced first hand the redeeming value of confronting fear. I'm still a big fraidy cat in a lot of areas of my life. Believe me, you have more courage than me in many areas of life. But in this area of life, I was able to activate my courage, and dominate my fears. I'm still afraid of heights. But I was able to subdue it long enough to do 1500 high dives.

Bill Treasurer: That became the premise of my first book. Which has a picture of me, on fire, on the cover of the book. That's me at six flags over Georgia, as Captain Inferno. And the cover of that book, my first book, was 'Right Risk: Ten Powerful Principles for Taking Giant Leaps with Your Life'. I dedicated the book to that diving coach, Ford Winter. I named my company Giant Leap Consulting. I'm a Chief Encouragement Officer. And now, my business is helping you take whatever high dive you're taking, or facing. Or your company is facing.

Bill Treasurer: The question becomes, what's your high dive? What is that platform of safety you might be standing on for a little bit too long, and you know you need to get off of? I knew when I wrote that book, I wasn't done. Because I was doing a lot of courage building workshops. So I decided to write a book called 'Courage Goes to Work'. This book became an international best seller. It became the sixth best selling management book in China in 2009, unexpectedly. And it goes into its 10th anniversary edition, actually comes out in March. With a new forward that was written by John Ryan, the President and CEO for the Center for Creative Leadership.

Bill Treasurer: That material, that book, I blew it out into the training program that you can now take, and do, in your own workforce, to build workplace courage. This off the shelf, comprehensive, training program, 'Courageous Leadership', that HRDQ offers as one of its esteemed products. And I'm grateful for that. So, all of that. I would have none of this if it weren't for a coach who believed in my potential before I believed in it. And who demanded that I encounter the courage that was inside of me all along, in the first place.

Bill Treasurer: Now, one of the things that I want to share with you in tip number, sort

of lesson number four, is there are at least three kinds of courage. I'm gonna introduce you, at a very high level, to the three buckets of courage that we introduce in the one day courageous leadership training program. There are three different ways of experiencing courage. Not all courage is the same. It's not always about heroics. It's about doing uncomfortable things. But in three different distinct ways.

Bill Treasurer: The first is what we call try courage, the courage of initiative. The second is trust courage, the courage of vulnerability. And tell courage is the courage of voice, or assertiveness. I'll explain each one in a little bit more detail.

Bill Treasurer: Try courage is when you have to do something you've never done before. Something that you are attempting, that other people may have done. But for you, you're experiencing your try courage. For example, I've got a 15 year old son at home who's getting his learners permit. And he and I have to go to a number of parking lots. And I've got to teach this kid how to drive, you know, multiple thousands of pounds of steel, that I've been doing like I could almost do it in my sleep, the way they have cars with such technology now. But for him, it's a petrifying experience. And I've got to admit, I'm a little afraid when I go driving with him for his first time.

Bill Treasurer: So try courage is doing something for the first time, that you experience. We call it the courage of first attempts. If at first you don't succeed, try, try again. It's when you have to do something that is out purposely in your discomfort zone. It could be learning a new skill at work, for example. Or having to get used to a new technology system, for example. That's different. It's often attached to the courage of action, doing something.

Bill Treasurer: Which is different than the second bucket of courage. Which sometimes is the courage of inaction. It's the courage of vulnerability. Now, if I asked you if anybody had ever accused you of being, or if you got honest about it, that you would admit about yourself, being a controlling person, what would you say? That you find yourself to be controlling. Well, a lot of people find themselves to be controlling. And the more controlling you are, the more challenging it is to gain the experience of experiencing your trust courage. So trust courage is the courage of vulnerability. It's the courage of me releasing my need to control, or my need to be right. It's hard to do.

Bill Treasurer: Most of us have been betrayed by the time we get to middle life. Maybe we've even betrayed others. And we get a little jaded about trusting. We put little walls around our heart. And it becomes, for some people, trusting others is very difficult to do. And yet, you can't build strong

bonds of interpersonal relationship, which are so necessary between leaders and followers, without getting to the experience of vulnerability and exposure that relationships require. And that takes courage. So we spend a lot of time in the one day courage building class on how to gain trust between people.

Bill Treasurer: Then the third bucket of courage is what we call tell courage. It's the courage of voice, or assertiveness, the courage of the truth teller. The courage to not bite your tongue, and go along and get along. But the courage to give people a dose of truth when it might be hard to do so. We expect people to be truth tellers to their direct reports. But even that is hard to do. But how about doing, giving lateral feedback? Or upward feedback? How about stopping the production line? And raising your hand, and saying, "You know what? There's an unsafe practice that I see. I know I haven't been here as long as some other people, but let me raise my hand and voice that I'm uncomfortable."

Bill Treasurer: So, tell courage is the courage of the truth teller. We say we want it. It's the number one thing we look for in a leader, is honesty. And yet, we also experience it as disrespect sometimes, when somebody doses us with a dose of truth telling. I'm gonna pause here, and I'm gonna ask Sara to do two things. We're gonna show two polls. I had asked earlier, I'd mentioned this idea of doing uncomfortable things. So I want to get a gauge on how often you all do uncomfortable things. And then, I want to get a gauge on which one of these buckets is most challenging to you. So we're gonna do two quick poll questions. And I'm gonna let Sara take the reins for this.

Sara Lindmont: Okay. So our first poll question is coming up now. And if you want to talk through that, Bill, while people can click on those radio buttons and submit.

Bill Treasurer: Great. Sure. So we're gonna ask you a question here. And that is just to choose one, which one best describes you right now? I'm planning on taking a bold move at work. So, in other words, you're contemplating it. That's A, choice A. Choice B is, you know what? I'm currently taking a bold move at work. I'm actually in the midst of doing that bold move at work. Then choose B. And if you're taking a break from bold moves at work right now, choose C. So we're collecting some responses. We're seeing the averages move back and forth here. So again, A is I'm planning on taking a bold move at work. B is I'm actually taking a bold move at work. And C is I'm taking a break from bold moves at work right now.

Bill Treasurer: And we'll see where we land, as the responses come in. And you might remember, I said you have two jobs as a leader. Doing uncomfortable

things. And asking others to do uncomfortable things. So we're gonna gauge on that first one. What uncomfortable things? How often are you doing it? Great.

Sara Lindmont: Okay. I'm gonna go ahead and close this out. Looks like we've got everybody's responses. And you can see those results.

Bill Treasurer: Great. So, 32% of you are in the planning stage. You know you've got a big, bold move at work to be getting ready for. And you're contemplating it. You're actually planning for it. 47%, the highest percentage, are actually in the midst of taking a bold move at work. You're in this transition, whatever that thing is. Usually, it's hard. And it's uncomfortable. And then, 21% of you are like, you know what? I need a little break from bold moves. I'm actually taking a break from bold moves right now. All of them are legitimate answers.

Bill Treasurer: The only thing I want to reinforce is that, as a leader, you've got to be occasionally doing some tough stuff yourself. Because it signifies to the people around you, that you're leading, that you're out in your discomfort zone. And that is how you grow, progress, and evolve. And that that sets and expectation that the people you're leading should do so too. So you're role modeling courage. Good for you.

Bill Treasurer: Let's go on to the second question. So I've just introduced try, trust, and tell, the three buckets of courage. And what I want to get a gauge on this time, is which of those buckets is most difficult for you? Try, trust, or tell. So when you think about trying, is it all about initiative, doing hard things you've not done before? Trust is about vulnerability and exposure. And that's B. And then, tell courage is about voice, or assertiveness, being the truth teller. And we'll see where we land on these three. So A is try. B is trust. And C is tell.

Bill Treasurer: What's interesting, is that sometimes this question has some level consciousness. I get different answers when I do it with upper level, senior executives, than when I do it with say, folks that are out in the field in the job. So it'll be interesting to see where we land, as training professionals. And we'll give it a minute here for the scores to solidify. Try, trust, or tell. It's one of the major concepts that we teach in the one day courageous leadership program.

Sara Lindmont: Bill, did you see the comment that came in from Ann?

Bill Treasurer: No. What was that? What was the comment?

Sara Lindmont: She says, "Great trust courage, Bill, in letting Sara take the reins on the polling. And great try courage, Sara."

Bill Treasurer: Good. Thank you for the reinforcement, Ann. Very perceptive. And you're learning the three buckets of courage very well. And it's one that we actually spend a good deal of time with that in the one day class. How to differentiate, and discern, between which buckets. 'Cause there is some overlap. It's true. So right now, what we're looking at. And you're welcome to show the results there. We've got 16% of you find try courage to be most difficult. The vast majority of you, 49%, find trust courage to be the more challenging item. And then, 35% of you find tell courage to be more difficult.

Bill Treasurer: I mention that there is a level consciousness to this. When I work with upper levels, often I find that the trust courage bucket is the highest bucket. So it's often when I work with senior executive groups, senior project managers, vice presidents, executive vice presidents, and C-level executives, almost always, the trust bucket is the hardest one.

Bill Treasurer: The lower you go into an organization, often ...

Sara Lindmont: Bill, are you there? Can you hear me? 'Cause it looks like we may have lost your audio. Okay. Yep. Thank you everybody. I can hear. I can see that everybody else is ... okay, good. You can hear me. But you cannot hear Bill. Oh, technology. Isn't it fun when it works great? Let me reach out to Bill, and see if we can grab him back. Thank you, Bruce.

Sara Lindmont: So, I've messaged him. And we'll see if we can get his audio back.

Bill Treasurer: Okay. Can you hear me?

Sara Lindmont: Bill?

Bill Treasurer: Yep. I'm here. You've got me?

Sara Lindmont: I can hear you.

Bill Treasurer: Good. I literally just asked the question, if I was still connected? 'Cause I don't know if my web must be ... I'm getting a note from this webinar platform that my connection needed to be re-established. But it is. So that's good.

Sara Lindmont: Yep. You're good. Okay.

Bill Treasurer: Great. So fear-based leadership discourages courage. Fear gets in the way of courage. I want you to think about a leader you least admire at work. Somebody you've actually experienced. What are some things that those leaders that you least admire do that causes you to

potentially lose courage? Like the question right there. Think about leaders that you least admire, that you've actually worked with, not people on the world stage. What do they do that causes you to either lose courage, or things they do you wish they wouldn't?

- Bill Treasurer: So, go ahead and chat in your responses. Put them in the ... Go ahead and put your questions in. And we'll see where we land on this particular question. Let's see. I'm trying to scroll down. Great.
- Bill Treasurer: "Having no backbone, and not standing up for you."
- Bill Treasurer: "Harshly judging others in the office." Right. These are good answers. Let's see. Coming down.
- Bill Treasurer: "He's insincere." Right, insincerity gets in the way. Let's see. Scrolling down to some more. Great.
- Bill Treasurer: So, sometimes I'll hear people talk about micromanagement, "when I've got a boss that micromanaged me."
- Bill Treasurer: "A boss that takes credit for the work that I do."
- Bill Treasurer: "Somebody that's always negative."
- Bill Treasurer: "Somebody who dismisses me." Sometimes we'll hear that from lower level employees, or younger employees in the workforce. That their ideas don't seem to matter to their boss.
- Bill Treasurer: So, most of us, by this stage in our career, have worked with a lousy leader here is an actual example. "My boss gave the first employee of the month award to himself." Yes. That's kind of an arrogant, fear-based leader.
- Bill Treasurer: Here's another one, this is a real life example. "My boss," this actually is a very famous person. But I won't reveal the person's name. It's somebody who founded, basically, the bond trading industry. And this person said, "My boss gave people communication demerits if people made eye contact with him. And the demerits were tracked, and impacted bonuses." Just because they looked at this guy. That's fear-based leadership.
- Bill Treasurer: I have a new book out right now. It's called 'The Leadership Killer: Reclaiming Humility in an Age of Arrogance', which I wrote with a Navy Seal officer, that's a buddy of mine from college. He's this big guy standing next to me and the little guy. I'm the dumpy guy in the maroon sweater. The guy in the middle is the President of West Virginia

University, who's also been the President of Ohio State, twice. He's been the President of Vanderbilt. He's been the President of Brown University. And he's been the President of Colorado, University of Colorado. And now, West Virginia University, two times as well. Standing next to John Havlik, my co-author. Navy Seal officer and captain.

Bill Treasurer: John and I got, we knew each other from 25 years ago, when we were members at West Virginia University, University swim team. And then, we had lost touch for 25 years. And when we reconnected about five years ago at an alumni event, we started sending stories and messages to each other about leaders, and leadership. We're both very interested in the topic. And over time, we started noticing that the stories we were communicating with one another, were about leadership fails. People doing things that were putting their whole reputations at stake. And really, all of those leadership fail stories almost always came down to arrogance.

Bill Treasurer: It just seems like right now, there's a lot of arrogant leaders in the world. Here's just a couple of examples. Travis Kalanick is now the former CEO and founder of Uber. He really had a huge ego. He created a bro culture. Hey, Bro. A bro culture at Uber. They had all sorts of sexual harassment lawsuits. He had a viral video of him chewing out an Uber driver, who was simply asking for better treatment. And ultimately, his own board of directors, of the company that he founded, kicked him out of the company. Because of his own arrogance.

Bill Treasurer: Here's Elizabeth Holmes, the founder and CEO of Theranos. That was a Wall Street darling. Theranos became a unicorn, a billion dollar valued company. Actually, over time it got up to \$9 billion in valuation. But it turned out that she was a great salesperson. But she was also engaged in massive fraud. Ultimately, the SEC banned her from any director role in a public company for life. She has been indicted by the FBI. In her deposition, she says, "I don't know. I don't know. I don't know." Over 600 times. This is arrogance. And this kind of leadership does a lot of damage.

Bill Treasurer: Fear-based leadership drives out courage. When people are afraid of you, they're not gonna do courageous things. They're gonna shut down. And that's dangerous for innovation in the company, and performance in a company. I had the good fortune, a few years back, of doing some work with the Pittsburgh Pirates. That big giant standing behind me is Clint Hurdle. And here's what he says in working with athletes, about the damage that fear can do. "Fear, whether it's of pain, failure or rejection, is a toxic emotion that creates monsters in our mind that consume self-confidence. And intimidates us from doing our best, or

sometimes from trying at all."

Bill Treasurer: In the one day workshop, we spend a lot of time looking at the research on fear, how fear works. And providing strategies for managing and mitigating fear. But let me just sum it up like this. Your job as a leader is to do what Edwards Deming said, "Drive out fear." That means putting courage inside of people. Not fear inside of them. Which brings us to the next lesson.

Bill Treasurer: Great leaders encourage courage. You gotta be putting courage inside of people. A moment ago, I asked you to think of a leader that you least admired at work, and their impact on you. Now I want you to think of a leader who made an impact on you. What did they do that actually encouraged your courage? I'd love to see you drop in some answers in the chat box, so we can see the leaders that did leave you a positive impression on you. That made you better. Leaders who drew stuff out of you that you didn't even know was there. What are the things that those leaders do that caused you to have more courage?

Bill Treasurer: So I'm seeing here. Have to scroll through. Let's see. Boy, I've got a lot of the other answers came through to the bad leaders. Now we're looking for the good ones. Let's see.

Bill Treasurer: "They believe in you." Let's see. It's still coming in. Getting some ... Hey, Sara, it's hard for me to read these. I'm wondering if you might read some out loud, if you wouldn't mind, as they come in? We'll just take a sample of five of them.

Sara Lindmont: Absolutely. Yeah. We have great participation today. So, I'm sure your feed is filled. The first two answers came in back to back. Was, "They listened."

Bill Treasurer: Yes. That's great, right? 'Cause for one, it shows humility on their part, that they even listened to you. And it shows you that you're valued. Good. What's the second one?

Sara Lindmont: "Celebrated mistakes."

Bill Treasurer: Right. They celebrate forward falling mistakes. Not habitual mistakes. But smart mistakes, that come out with the wrong answer. That anybody would've made. They don't chop your head off when you make a mistake. Good.

Sara Lindmont: We have several who are saying along the lines of faith, they trusted in them.

- Bill Treasurer: Yeah. Which is almost the opposite of micro-management. That they give you a task, they give you direction, they tell you that they're there to support you, and then, they let you on your way. And have faith that you will do the right thing. Good. These are good answers. Go ahead. One more.
- Sara Lindmont: And then, the other theme that's coming out is the opportunities for trial and error, or pushing towards growth, or allowing for initiatives for their own ideas to be initiated.
- Bill Treasurer: These are great answers. So, you've all worked with leaders who put courage inside of you. You know what it's like. And the impact that it had on you. And sure, they're tough on you sometimes. They need to be. And we expect that that comes along with leadership. But they believe in us. And they're tough on us because they care about us. Not just to be bigger than us, or something like that.
- Bill Treasurer: Here's a leader that I've gotten to work with on a number of occasions. Sara Blakely, the founder of Spanx. I actually worked with her four times. And she wrote the foreword to the book 'Courage Goes to Work'. The book that became the sixth best selling management book in China in 2009. Ultimately, the book that led to all of this stuff that we're talking about today. She wrote the foreword to that book.
- Bill Treasurer: And Sara says that when she was a little kid, her dad used to sit her and her brother down at the dinner table, in Tampa, where she grew up, before she ended up in Atlanta. And at the end of every week, he'd ask them the same question. He'd say, "All right, kids. What have you failed at this week?" What have you failed at this week? Not what did you do when you were successful at this week. He wanted to know where did you try, where things didn't work out?
- Bill Treasurer: She learned at an early age, that sometimes you gotta be making some mistakes. You've gotta try some things, knowing that they're not gonna work out. And doing that, you learn a lot about yourself. And what you're able to achieve. Here's what she said at Fortune Magazine's Most Powerful Women Summit. And I love this quote, "When somebody makes a mistake at Spanx, especially when those mistakes key us in onto a new insight, I'm never disappointed. In fact, I go up to them, and I give them a big high five." What do you think that does for their appetite, to try new things, and extend themselves?
- Bill Treasurer: Somebody said it even in the chat. That they don't take your head off when you make a mistake. I call the difference between these two leaders. The leader who puts fear inside of us, I call a spiller. Because it

spills out our courage. It discourages us. The courage goes away from us. A spiller leader.

Bill Treasurer: Versus a leader like Sara, that I call a filler. Because instead of putting fear and anxiety in us, they put courage and confidence in us. They fill us with courage. And we spent a lot of time on the courage dispositions. Those two leader dispositions, fillers and spillers, that we talk about in the one day courageous leadership program.

Bill Treasurer: Now, I want to end with a couple of three tips. And then, we'll open it up, hopefully we've got a couple of minutes, for questions. So, I'm gonna cook through these.

Bill Treasurer: So, the first tip is, you've gotta commit to courage. This is like the tip before the tip. You gotta make the commitment. You've gotta be able to say, "You know what? Going forward, I'm gonna be a leader or manager, or just a person in the workforce, that is committed to being, and acting, and behaving in a courageous way." So it starts with commitment.

Bill Treasurer: But here's tip number one. You gotta remember that first law of leadership. When you're in a leadership role, it's not about you. It's about the people that you're leading. Leadership's not about the leader. It's about the people being led. And when you direct your courage to outcomes that serve and benefit them, you're gonna do a lot better.

Bill Treasurer: The second tip. Deputized an ego checker. I already shared with you the damage that fear-based leadership can do. And arrogance can do. So you need to have a check. You need to have somebody who can call you on your own BS. Who can let you know when you've got spinach stuck in your teeth after lunch. The person who can be a truth teller to you. Not to make you feel small. But to make you be better. Every leader needs to surround themselves with at least one person, hopefully more than that, that have permission, and are in fact deputized to tell the truth to you.

Bill Treasurer: And then, thirdly, if you want people to extend themselves, to try new things, to innovate, to speak up, to trust others, to try things, you've got to create psychological safety. You've got to make it safe for them to make, sometimes, mistakes. Smart mistakes, not habitual mistakes. Not dunder-headed mistakes. But even occasionally, if they do those things, how you react to the mistakes will say a lot about how much courage you're gonna get out of them in the future. Do you turn it into a teachable moment? Or do you use it as a way to hold it over their careers forever?

Bill Treasurer: The good news is that we actually have some time for questions. So I'm

gonna open it up right now. And Sara, feel free to share with me a few questions that came from them. I can't wait to engage with the folks that are attending. This is where a lot of the learning comes, in the Q&A part.

Sara Lindmont:

Absolutely. So, we don't have questions that have come in yet. But we've got a really participating audience. So I'm sure they are thinking through those. Oh, here is the first one. This is from Fred. Is it possible to have too much courage? And if so, what does that look like?

Bill Treasurer:

Oh man. That's a great question, Fred. I appreciate it. And I don't want to give anybody the impression that I'm expecting people to be full courage all the time. In fact, I think it would be exhausting. It would probably be bad for your health. Courage is a really powerful mojo. And I wouldn't expect anybody to have to tap into that mojo all the time. Is it possible to have too much? I think that it can be possible to have too much bravado. It can be ... You can have the inappropriate display, or use, of courage.

Bill Treasurer:

So, for example, Fred, a kid at 17 years old, who steals a car to go for a joy ride, is being courageous, inappropriately. Stupidly courageous. So you can have the misapplication of courage, pointed in the wrong directions, or for the wrong reasons. I've known plenty of people who had a lot of tell courage, who were very bold. And would take pride in that. "I'm just brutally honest. If you can't handle it ... " Honesty and brutality, honesty as a form of violence. I don't go for that.

Bill Treasurer:

So, sometimes you can have the inappropriate use of display of courage, and yes. I think it's possible that some people use it inappropriately. That's probably more common than having too much courage. I actually find it the opposite, most often. Is that most people would say that there's some area of their life that they could use more courage. But thank you for the thoughtful question.

Bill Treasurer:

Good. What else we got?

Sara Lindmont:

He commented back. And he said, "Well said."

Bill Treasurer:

Thanks, Fred.

Sara Lindmont:

So, Rob here is asking on coaching upward. So do you have any advice on coaching upward to your boss on trust courage?

Bill Treasurer:

Good question. That's Rob. So, a couple of things come to mind. One is, I know we get frustrated with our bosses. Most all of us get a little frustrated about the change in behavior that we'd love our boss to

make. And sometimes, and depending on who the boss is, it could be really frustrating. Sometimes, you have to suffer through a bad boss for a while.

Bill Treasurer: Having said that, I think that your probability of success in giving your boss feedback, goes up a lot if you make it focused on your bosses goals that are important to them. So for example, just think of it, Rob. You wouldn't want somebody to point a finger in your face, telling you that you need to change about something. Right? If you're like me, you'd want to bite that finger. So, that will not be successful.

Bill Treasurer: But if you can take the behavior change that you want that boss to make, and connect it to the goals that they've set, are important to them, so that when you give them feedback, it's around the speed at which you're able to get their goal. Or the fullness at which you're able to get their goal. And how their own behavior is inhibiting the attainment of their goal. Then your probability of success is gonna go up a lot more.

Bill Treasurer: It helps to established ground rules with your boss. So maybe it's your next performance feedback, when your boss is giving you performance feedback. Most bosses, at the end, will say, "Is there any feedback you've got for me?" You might say, "Boss, do you need me to be a brown noser? Or a yes person?" Now, almost every boss I know is gonna say, "No. I don't need that. 'Cause it's dangerous for me." Then say, "Okay. I'll tell you what. Will you give me some coaching? Can you give me some coaching on how to deliver a tough message to you when I need to?"

Bill Treasurer: So, get some coaching from your boss. And then, at that moment in time where you need to give them upward feedback, just refer back to the new ground rule that you have set with the boss. And say, "Hey boss, remember six months ago, we talked about you don't want me to be a yes person? I want to honor that commitment that we made to each other that day. 'Cause I actually have to give you some feedback now."

Bill Treasurer: So, set a ground rule that you have permission to be a truth-teller to your boss. Good question, Rob.

Sara Lindmont: Good. We have this theme coming in. I can see here, across multiple questions from people. And it's around the environment. So, I'm just gonna use one question, here. 'Cause I think it's worded clearly. But how would you suggest showing courage in an environment, when it is widely discouraged, and sometimes even punished?

Bill Treasurer: This is a tough question. It's a tough question. Because it comes down to a value fit. And if you are in an environment ... It's one thing that if you're in an environment where it is clearly not a value, and everybody knows it. Nor is it a stated value. It's an entirely different situation if you can point to the core values of your company, and there's a few of them that actually directly connect to courage, and now you're in an environment that lives outside of that value system. That's an entirely different situation.

Bill Treasurer: So, if you are in an environment that is incongruent with the value that they have stated on the placard in the front foyer, then that's where a company where you have more latitude to call people on it. To call, to raise the standard, and say, "Look. We say that this is what we're all about. But this is how we're acting." Then you have more latitude to do it. Because it's a stated value.

Bill Treasurer: But if it's not a stated value, and you're in a system where you think needs more courage. But nobody seems to have it, because everybody is walking around with fear. Ultimately, that has to become a choice. Do you think you can be successful in introducing this new value? Because that's a low probability.

Bill Treasurer: Just think of it, depending on how many people are in your workplace, if it's not a value, if everybody is walking around with fear. Courage is not something that has been deemed as important to the value system there. And nobody does it, you will become the counter-cultural instantaneously, when you flag it, and say, "We need more courage around here." You might be seen as the outcast.

Bill Treasurer: So, that's a much harder equation. If you're wanting to bring courage into a system, it's like I said very early on. The first way to do it, to help change a culture, is to start by little conversations. Onesies, and twosies. A conversation at lunch with your team, in the lunchroom. Simple questions like, what's driving the need for more courage right now in our workplace? What are some appropriate displays we'd like to see more people demonstrate, more often, that actually involve courage? What are some displays of courage we'd like to see more people demonstrate more often?

Bill Treasurer: Ask people, what do they think the responsibilities that leaders have to put more courage inside of people? Or to drive out fear? Start in a general way, before you start in a specific way. Because you don't want people to feel indicted, or you telling the company that it's broken, and needs to be fixed. Just start by creating curiosity around the conversations around courage. Because they will come to their own

conclusion of why courage matters. And the importance of it.

Bill Treasurer: We do have some guidance and advice on this in the 'Courageous Leadership' training guide. We have a whole module. It's the only off the shelf training program I've ever seen that has a module dedicated to the executive briefing. How do you start the conversation with senior executives, to get them to be even aware that courage is needed around here? And provides guidance for that.

Sara Lindmont: Great. And we've got time here for one more question. And this one's from Brad. And it's actually the other direction. But how can we show trust, or vulnerability, but not go too far?

Bill Treasurer: Yeah. Good question. 'Cause you don't want to be like, "Oh dude. You don't like me? Am I a good leader for you?" 'Cause you'll really look like a wimp. And we want strong leaders. But we also don't want weak leaders. We want authenticity. We want vulnerability. We do. We want that. We want humility in a leader. But we don't want a weakling. So I get the question. It's a good question, Brad.

Bill Treasurer: So, here's what I would say, do simple things that show and demonstrate humility. Ask questions. Don't always prescribe answers to people. Even if you have the answer, ask questions. Because it forces people to be self-reliant, to think for themselves. Listen. Somebody put that earlier. You've got to be a good listener. Give people a voice. Show them that you care what their opinion is. Even if they're three levels underneath you. It shows that you take people seriously.

Bill Treasurer: Have a check. Deputize somebody to be a check on your own leadership. Walk the deck plates. This comes from John Havlik, my Navy Seal buddy. Don't be up there in the rarefied air, where the office is, and the senior offices are. And cloister yourself only among the senior execs. And only be hanging out with them.

Bill Treasurer: Walk the shop floor. Get out there on the deck plates, they call it in the Navy, where you're interacting with people at lower levels of you. And taking them seriously. So there's plenty of things you can do to demonstrate humility, without demonstrating weakness. Great.

Sara Lindmont: Brad replied. He said, "Thank you."

Bill Treasurer: Of course.

Sara Lindmont: Wonderful. Thank you so much, Bill. And for those of you on the line today that are new to HRDQ, I just want to share a little bit about us. We publish research-based, experiential learning programs, that you can

then deliver in your organization. So check out our online, or print self assessments. Our workshops, like Bill's 'Courageous Leadership'. We have 'Up out of our Seat Games'. And then, reproducible workshops you can also customize.

Sara Lindmont: So, check out our website, or give a call to our customer service team. And if you need help either learning a training program, or you want one of our expert trainers, like Bill, to come out and deliver it for you, we also provide those services.

Sara Lindmont: So, we look forward to being your soft skills training resource. And we hope you enjoyed today's webinar. And Bill, again, always a pleasure working with you.

Bill Treasurer: Likewise, Sara. And thanks everybody, for showing up. Take care. Be courageous.