



YOUR KINDLE NOTES FOR:

Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.

by Brené Brown

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240 Highlights

Highlight (Yellow) | Location 27

When we dare to lead, we don't pretend to have the right answers; we stay curious and ask the right questions.

Highlight (Yellow) | Location 36

How do you cultivate braver, more daring leaders? And, how do you embed the value of courage in your culture?

Highlight (Yellow) | Location 38

'One of the most important findings of my career is that courage can be taught, developed and measured.

Highlight (Yellow) | Location 59

Experience keeps me from being scared, but I'm still nervous.

Highlight (Yellow) | Location 62

speaking is vulnerable.

Highlight (Yellow) | Location 63

Effective speaking is about the unpredictable and uncontrollable art of connection.

Highlight (Yellow) | Location 159

quote from Theodore Roosevelt: It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again ... who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly.

Highlight (Yellow) | Location 168

The courage to be vulnerable is not about winning or losing, it's about the courage to show up when you can't predict or control the outcome.

Highlight (Yellow) | Location 179

the courage to belong to ourselves as a prerequisite for true belonging, and the dangers of spending our lives trying to fit in and hustle for acceptance.

Highlight (Yellow) | Location 201

studying leadership is way easier than leading.

Highlight (Yellow) | Location 204

the pull on my emotional bandwidth, the sheer determination it takes to stay calm under pressure, and the weight of continuous problem solving and decision making.

Highlight (Yellow) | Location 206

I define a leader as anyone who takes responsibility for finding the potential in people and processes, and who has the courage to develop that potential.

Highlight (Yellow) | Location 251

“What stands in the way becomes the way.”

Highlight (Yellow) | Location 280

You can't get to courage without rumbling with vulnerability. Embrace the suck.

Highlight (Yellow) | Location 288

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

Highlight (Yellow) | Location 296

Our ability to be daring leaders will never be greater than our capacity for vulnerability.

Highlight (Yellow) | Location 304

Fear is the emotion at the center of that list of problematic behaviors and culture issues—it's precisely what you'd expect to find as the underlying barrier to courage.

Highlight (Yellow) | Location 307

The true underlying obstacle to brave leadership is how we respond to our fear.

Highlight (Yellow) | Location 312

Courage is contagious. 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.

Highlight (Yellow) | Location 316

Daring leaders must care for and be connected to the people they lead.

Highlight (Yellow) | Location 347

we don't have the courage for real talk about courage.

Highlight (Yellow) | Location 356

If we are brave enough often enough, we will fall. Daring is not saying "I'm willing to risk failure." Daring is saying "I know I will eventually fail, and I'm still all in." I've never met a brave person who hasn't known disappointment, failure, even heartbreak.

Highlight (Yellow) | Location 361

Vulnerability is not winning or losing. It's having the courage to show up when you can't control the outcome.

Highlight (Yellow) | Location 367

there's not a shred of empirical evidence that vulnerability is weakness.

Highlight (Yellow) | Location 371

If you are not in the arena getting your ass kicked on occasion, I'm not interested in or open to your feedback.

Highlight (Yellow) | Location 376

Get clear on whose opinions of you matter.

Highlight (Yellow) | Location 382

take a deep breath and find the strength to leave what's mean-spirited on the ground.

Highlight (Yellow) | Location 383

Cruelty is cheap, easy, and chickenshit.

Highlight (Yellow) | Location 385

if we shield ourselves from all feedback, we stop growing. If we engage with all feedback, regardless of the quality and intention, it hurts too much,

Highlight (Yellow) | Location 397

When we define ourselves by what everyone thinks, it's hard to be brave. When we stop caring about what anyone thinks, we're too armored for authentic connection.

Highlight (Yellow) | Location 416

“Vulnerability is the emotion that we experience during times of uncertainty, risk, and emotional exposure.

Highlight (Yellow) | Location 427

Pretending that we don't do vulnerability means letting fear drive our thinking and behavior without our input or even awareness,

Highlight (Yellow) | Location 457

relational vulnerability, not systemic vulnerability.

Highlight (Yellow) | Location 482

“There's probably not a single act at work that requires more vulnerability than holding people responsible for ethics and values, especially when you're alone in it or there's a lot of money, power, or influence at stake. People will put you down, question your intentions, hate you, and sometimes try to discredit you in the process of protecting themselves.

Highlight (Yellow) | Location 509

We need to trust to be vulnerable, and we need to be vulnerable in order to build trust.

Highlight (Yellow) | Location 548

trust is in fact earned in the smallest of moments. It is earned not through heroic deeds, or even highly visible actions, but through paying attention, listening, and gestures of genuine care and connection.

Highlight (Yellow) | Location 558

Four Horsemen of the Apocalypse—criticism, defensiveness, stonewalling, and contempt, with contempt being the most damning in a romantic partnership.

Highlight (Yellow) | Location 597

The leader is naming some of the unsaid emotions and creating what we call a safe container by asking the team what they need to feel open and safe in the conversation.

Highlight (Yellow) | Location 615

Items that frequently show up as things that get in the way of psychological safety in teams and groups include judgment, unsolicited advice giving, interrupting, and sharing outside the team meeting.

Highlight (Yellow) | Location 617

The behaviors that people need from their team or group almost always include listening, staying curious, being honest, and keeping confidence.

Highlight (Yellow) | Location 621

one of my favorite rumble tools: “What does support from me look like?”

Highlight (Yellow) | Location 636

Rumbling with vulnerability is about leaning into rather than walking away from the situations that make us feel uncertain, at risk, or emotionally exposed.

Highlight (Yellow) | Location 642

setting boundaries is making clear what’s okay and what’s not okay, and why.

Highlight (Yellow) | Location 643

Vulnerability minus boundaries is not vulnerability. It’s confession, manipulation, desperation, or shock and awe, but it’s not vulnerability.

Highlight (Yellow) | Location 652

“Say more.” Another favorite rumble tool. Asking someone to “say more” often leads to profoundly deeper and more productive rumbling.

Highlight (Yellow) | Location 674

stealth intention and the stealth expectation.

Highlight (Yellow) | Location 684

vulnerability is not a sympathy-seeking tool.

Highlight (Yellow) | Location 696

To feel is to be vulnerable. Believing that vulnerability is weakness is believing that feeling is weakness.

Highlight (Yellow) | Location 700

without vulnerability there is no creativity or innovation. Why? Because there is nothing more uncertain than the creative process, and there is absolutely no innovation without failure.

Highlight (Yellow) | Location 709

“We are not necessarily thinking machines.10 We are feeling machines that think.”

Highlight (Yellow) | Location 757

Clear is kind. Unclear is unkind.

Highlight (Yellow) | Location 758

most of us avoid clarity because we tell ourselves that we’re being kind, when what we’re actually doing is being unkind and unfair.

Highlight (Yellow) | Location 813

When we’re in fear, or an emotion is driving self-protection, there’s a fairly predictable pattern of how we assemble our armor, piece by piece: I’m not enough. If I’m honest with them about what’s happening, they’ll think less of me or maybe even use it against me. No way am I going to be honest about this. No one else does it. Why do I have to put myself out there? Yeah. Screw them. I don’t see them being honest about what scares them. And they’ve got plenty of issues. It’s actually their issues and shortcomings that make me act this way. This is their fault, and they’re trying to blame me. In fact, now that I think about it, I’m actually better than them.

Highlight (Yellow) | Location 824

“The cave you fear to enter holds the treasure you seek.”

Highlight (Yellow) | Location 826

No black belt, but I have to believe that the Force is with me.

Highlight (Yellow) | Location 898

You must never confuse faith that you will prevail in the end—which you can never afford to lose—with the discipline to confront the most brutal facts of your current reality, whatever they might be.”

Highlight (Yellow) | Location 915

face your fears to find the power and wisdom to serve others.

Highlight (Yellow) | Location 922

the importance of using the right language to talk about hard things and tackle tough subjects.

Highlight (Yellow) | Location 984

We have to have the hard conversations even when we're not ready.

Highlight (Yellow) | Location 985

“I am a traveler, not a mapmaker. I am going down this path same as and with you.”

Highlight (Yellow) | Location 997

am comfortable addressing the messy parts of life

Highlight (Yellow) | Location 1015

words that address the real emotions of people have been completely removed from our language on leadership.

Highlight (Yellow) | Location 1037

Leaders must either invest a reasonable amount of time attending to fears and feelings, or squander an unreasonable amount of time trying to manage ineffective and unproductive behavior.

Highlight (Yellow) | Location 1049

When we're in tough rumbles with people, we can't take responsibility for their emotions. They're allowed to be pissed or sad or surprised or elated. But if their behaviors are not okay, we set the boundaries:

Highlight (Yellow) | Location 1066

In the past, jobs were about muscles, now they're about brains, but in the future they'll be about the heart.

Highlight (Yellow) | Location 1109

I think of my ego as my inner hustler. It's that voice in my head that drives pretending, performing, pleasing, and perfecting. The ego loves gold stars and craves acceptance and approval. It has no interest in wholeheartedness, just self-protection and admiration.

Highlight (Yellow) | Location 1116

"We are not here to fit in, be well balanced, or provide exempla for others.

Highlight (Yellow) | Location 1151

wherever perfectionism is driving us, shame is riding shotgun.

Highlight (Yellow) | Location 1153

Perfectionism is not the same thing as striving for excellence.

Highlight (Yellow) | Location 1156

Perfectionism is not self-improvement. Perfectionism is, at its core, about trying to earn approval.

Highlight (Yellow) | Location 1159

Healthy striving is self-focused: How can I improve? Perfectionism is other-focused: What will people think?

Highlight (Yellow) | Location 1161

Perfectionism is correlated with depression, anxiety, addiction, and life paralysis, or missed opportunities.

Highlight (Yellow) | Location 1162

The fear of failing, making mistakes, not meeting people's expectations, and being criticized keeps us outside the arena where healthy competition and striving unfolds.

Highlight (Yellow) | Location 1165

Perfectionism is a self-destructive and addictive belief system that fuels this primary thought: If I look perfect and do everything perfectly, I can avoid or minimize the painful feelings of blame, judgment, and shame.

Highlight (Yellow) | Location 1176

how we distinguish perfectionism from healthy striving for excellence.

Highlight (Yellow) | Location 1208

What is the one thing that people who can fully lean into joy have in common? Gratitude. They practice gratitude. It's not an "attitude of gratitude"—it's an actual practice. They keep a journal, or make a note of what they're grateful for on their phones, or share it with family members.

Highlight (Yellow) | Location 1314

We all need to belong, and we all need love, and neither is possible without vulnerability and integration.

Highlight (Yellow) | Location 1319

strong back, soft front, wild heart.

Highlight (Yellow) | Location 1321

All too often our so-called strength comes from fear, not love; instead of having a strong back, many of us have a defended front shielding a weak spine.¹² In other words, we walk around brittle and defensive, trying to conceal our lack of confidence. If we strengthen our backs, metaphorically speaking, and develop a spine that's flexible but sturdy, then we can risk having a front that's soft and open How can we give and accept care with strong-back, soft-front compassion, moving past fear into a place of genuine tenderness? I believe it comes about when we can be truly transparent, seeing the world clearly—and letting the world see into us.

Highlight (Yellow) | Location 1326

strong back is grounded confidence and boundaries.

Highlight (Yellow) | Location 1327

soft front is staying vulnerable and curious.

Highlight (Yellow) | Location 1331

Having to be the "knower" or always being right is heavy armor. It's defensiveness, it's posturing, and, worst of all, it's a huge driver of bullshit.

Highlight (Yellow) | Location 1348

shift here is from wanting to "be right" to wanting to "get it right."

Highlight (Yellow) | Location 1360

The antidote to sarcasm and cynicism is threefold: Staying clear and kind. Practicing the courage to say what you mean and mean what you say. Cynicism and sarcasm often mask anger, fear, feelings of inadequacy, and even despair. They're a safe way for us to send out an emotional trial balloon, and if it doesn't go over well, we make it a joke and make you feel stupid for thinking it was ever something different. If what's under cynicism and sarcasm is despair, the antidote is cultivating hope. According to the research of C. R. Snyder, hope isn't a warm and fuzzy feeling; he actually defines it as a cognitive emotional process that has three parts.¹³ This is a process that most of us, if we're lucky, are taught growing up, though it can be learned at any time: The three parts are goal, pathway, and agency. We can identify a realistic goal (I know where I want to go), and then we can figure out the pathway to get there, even if it's not a straight line and involves a Plan B and scrappiness (I know I can get there because I'm persistent and I will keep trying in the face of setbacks and disappointment). Agency is belief in our ability to stay on that path until we've arrived (I know I can do this).

Highlight (Yellow) | Location 1372

“Despair is the belief that tomorrow will be just like today.”

Highlight (Yellow) | Location 1379

innovation is hindered by allowing criticism from the cheap seats—from those who aren't willing to get down into the arena.

Highlight (Yellow) | Location 1380

There are two forms of criticism that can be a little harder to recognize: nostalgia and the invisible army.

Highlight (Yellow) | Location 1389

At the end of the day, at the end of the week, at the end of my life, I want to say I contributed more than I criticized.

Highlight (Yellow) | Location 1399

power as the ability to achieve purpose and effect change.

Highlight (Yellow) | Location 1418

Power with “has to do with finding common ground among different interests in order to build collective strength.

Highlight (Yellow) | Location 1421

Power to translates to giving everyone on your team agency and acknowledging their unique potential.

Highlight (Yellow) | Location 1423

Power within is defined by an ability to recognize differences and respect others, grounded in a strong foundation of self-worth and self-knowledge.

Highlight (Yellow) | Location 1465

Apple DRI model, appointing someone as the “directly responsible individual”

Highlight (Yellow) | Location 1467

a TASC approach: the Accountability and Success Checklist: 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 happen to accomplish the task?

Highlight (Yellow) | Location 1471

Scrum technique of “What does ‘done’ look like?”

Highlight (Yellow) | Location 1522

We want people to share our commitment to purpose and mission, not to comply because they’re afraid not to.

Highlight (Yellow) | Location 1529

it’s been an easy formula throughout history—in politics, religion, and business—that if you can keep people afraid, and give them an enemy who is responsible for their fear, you can get people to do just about anything.

Highlight (Yellow) | Location 1542

There is incredible relief and power in naming and normalizing fear and uncertainty.

Highlight (Yellow) | Location 1560

exhaustion, busyness, and productivity as status symbols and measures of self-worth.

Highlight (Yellow) | Location 1567

“The opposite of play is not work—the opposite of play is depression.”

Highlight (Yellow) | Location 1573

True belonging doesn’t require you to change who you are; it requires you to be who you are.

Highlight (Yellow) | Location 1574

The greatest barrier to true belonging is fitting in or changing who we are so we can be accepted.

Highlight (Yellow) | Location 1582

having the courage to acknowledge our own privilege, and staying open to learning about our biases and blind spots.

Highlight (Yellow) | Location 1604

Be the Boss Everyone Wants to Work For: A Guide for New Leaders

Highlight (Yellow) | Location 1640

“You can never get enough of what you don’t need.”

Highlight (Yellow) | Location 1646

“Leading from hurt” behaviors include feeling no value from our partner or our children, so we double down on being seen as “important” at work by taking credit for ideas that aren’t ours, staying in comparison mode, and always knowing instead of learning.

Highlight (Yellow) | Location 1656

“Leaders must either invest a reasonable amount of time attending to fears and feelings, or squander an unreasonable amount of time trying to manage ineffective and unproductive behavior.”

Highlight (Yellow) | Location 1689

willingness to risk hurt or failure is courage,

Highlight (Yellow) | Location 1773

“unwanted identity” is one of the primary elicitors of shame.1 They explain that unwanted identities are characteristics that undermine our vision of our ideal selves. Sick, unreliable, and undependable are huge unwanted identities

Highlight (Yellow) | Location 1811

Shame is universal and one of the most primitive human emotions that we experience.

Highlight (Yellow) | Location 1813

We’re all afraid to talk about shame. Just the word is uncomfortable.

Highlight (Yellow) | Location 1814

The less we talk about shame, the more control it has over our lives.

Highlight (Yellow) | Location 1815

shame is the fear of disconnection.

Highlight (Yellow) | Location 1820

Shame is the intensely painful feeling or experience of believing that we are flawed and therefore unworthy of love, belonging, and connection.

Highlight (Yellow) | Location 1839

the pain and feelings of rejection that shame inflicts are as real as physical pain.

Highlight (Yellow) | Location 1848

the difference between shame and guilt is best understood as the difference between “I am bad” and “I did something bad.”

Highlight (Yellow) | Location 1859

narcissism as the shame-based fear of being ordinary.

Highlight (Yellow) | Location 1865

The opposite of experiencing shame is experiencing empathy.

Highlight (Yellow) | Location 1875

“People believe they deserve their shame; they do not believe they deserve their humiliation.”

Highlight (Yellow) | Location 1884

when we do something embarrassing, we don't feel alone.

Highlight (Yellow) | Location 1934

Great leaders make tough “people decisions” and are tender in implementing them.

Highlight (Yellow) | Location 1964

Shame resilience is the ability to practice authenticity when we experience shame, to move through the experience without sacrificing our values, and to come out on the other side of the shame experience with more courage, compassion, and connection than we had going into it.

Highlight (Yellow) | Location 1968

if we share our story with someone who responds with empathy and understanding, shame can't survive.

Highlight (Yellow) | Location 1970

Self-compassion is key because when we're able to be gentle with ourselves in the midst of shame, we're more likely to reach out, connect, and experience empathy.

Highlight (Yellow) | Location 2032

Empathy is not connecting to an experience, it's connecting to the emotions that underpin an experience.

Highlight (Yellow) | Location 2057

a response can rarely make something better. Connection is what heals.

Highlight (Yellow) | Location 2068

Empathy Skill #1: To see the world as others see it, or perspective taking

Highlight (Yellow) | Location 2077

honor people's perspectives as truth even when they're different from ours.

Highlight (Yellow) | Location 2103

Empathy Skill #2: To be nonjudgmental

Highlight (Yellow) | Location 2104

there are two ways to predict when we are going to judge: We judge in areas where we're most susceptible to shame, and we judge people who are doing worse than we are in those areas.

Highlight (Yellow) | Location 2111

we don't judge in areas where we feel a strong sense of self-worth and grounded confidence,

Highlight (Yellow) | Location 2112

Empathy Skill #3: To understand another person's feelings Empathy Skill #4: To communicate your understanding of that person's feelings

Highlight (Yellow) | Location 2125

It's almost impossible to process emotion when we can't identify, name, and talk about our experiences.

Highlight (Yellow) | Location 2149

Not only is it easier to express anger than it is to express pain, our culture is more accepting of anger.

Highlight (Yellow) | Location 2153

Empathy Skill #5: Mindfulness

Highlight (Yellow) | Location 2154

mindfulness as "taking a balanced approach to negative emotions so that feelings are neither suppressed nor exaggerated9 We cannot ignore our pain and feel compassion for it at the same time Mindfulness requires that we not be 'over-identified' with thoughts and feelings, so that we are caught up and swept away by negative reactivity."

Highlight (Yellow) | Location 2208

Empathy Miss #1: Sympathy vs. Empathy

Highlight (Yellow) | Location 2224

"Me too" says I may not have had the exact same experience as you, but I know this struggle, and you are not alone.

Highlight (Yellow) | Location 2232

Empathy Miss #2: The Gasp and Awe

Highlight (Yellow) | Location 2239

Empathy Miss #3: The Mighty Fall

Highlight (Yellow) | Location 2246

Empathy Miss #4: The Block and Tackle

Highlight (Yellow) | Location 2252

Empathy Miss #5: The Boots and Shovel

Highlight (Yellow) | Location 2256

Empathy Miss #6: If You Think That's Bad ...

Highlight (Yellow) | Location 2262

When it comes to empathy, we all know people who come up short, and we've all been the person who comes up short.

Highlight (Yellow) | Location 2279

Any assumption of perfection is an empathic miss.

Highlight (Yellow) | Location 2282

I agree to practice empathy, screw it up, circle back, clean it up, and try again.

Highlight (Yellow) | Location 2299

Talk to yourself the way you'd talk to someone you love.

Highlight (Yellow) | Location 2312

more intentional and less organic.

Highlight (Yellow) | Location 2331

empathy is the most powerful connecting and trust-building tool that we have, and it's the antidote to shame. If you put shame in a petri dish and cover it with judgment, silence, and secrecy, you've created the perfect environment for shame to grow until it makes its way into every corner and crevice of your life.

Highlight (Yellow) | Location 2334

Empathy creates a hostile environment for shame—an environment it can't survive in,

Highlight (Yellow) | Location 2341

When we're in shame and we can share our story with someone who responds with empathy and understanding, shame can't survive.

Highlight (Yellow) | Location 2348

strategies of disconnection: 14 Moving away: Withdrawing, hiding, silencing ourselves, and keeping secrets. Moving toward: Seeking to appease and please. Moving against: Trying to gain power over others by being aggressive, and by using shame to fight shame.

Highlight (Yellow) | Location 2373

also not a fan of anything that's brutal, including honesty. Honesty is the best policy, but honesty that's motivated by shame, anger, fear, or hurt is not "honesty." It's shame, anger, fear, or hurt disguised as honesty.

Highlight (Yellow) | Location 2386

GROUNDING CONFIDENCE IS the messy process of learning and unlearning, practicing and failing, and surviving a few misses. This brand of confidence is not blustery arrogance or posturing or built on bullshit; it's real, solid, and built on self-awareness and practice. Once we witness how courage can transform the way we lead, we can trade the heavy, suffocating armor that keeps us small for grounded confidence that lifts us up and supports our efforts to be brave.

Highlight (Yellow) | Location 2405

developing fundamental skills through disciplined practice is what gives players the grounded confidence to dare greatly.

Highlight (Yellow) | Location 2406

developing a disciplined practice of rumbling with vulnerability gives leaders the strength and emotional stamina to dare greatly.

Highlight (Yellow) | Location 2430

fundamentals allowing you to focus on higher-order challenges,

Highlight (Yellow) | Location 2432

"You have to have complete confidence about your mastery of that skill so you can focus on other things."

Highlight (Yellow) | Location 2446

leadership is the ability to thrive in the ambiguity of paradoxes and opposites."

Highlight (Yellow) | Location 2448

Easy learning doesn't build strong skills.

Highlight (Yellow) | Location 2456

Instead of designing for recall or behavior change, we risk designing for popularity.

Highlight (Yellow) | Location 2464

Grounded Confidence = Rumble Skills + Curiosity + Practice

Highlight (Yellow) | Location 2466

Curiosity is an act of vulnerability and courage.

Highlight (Yellow) | Location 2484

No worries. I love a wild ride. I'm up for wherever this goes. And I'm in for however long it takes to get to the heart of the problem. I don't have to know the answers or say the right thing, I just have to keep listening and keep questioning.

Highlight (Yellow) | Location 2489

That's not my experience (instead of "You're wrong about her, him, them, it, this ...").

Highlight (Yellow) | Location 2491

Tell me why this doesn't fit/work for you.

Highlight (Yellow) | Location 2493

What problem are we trying to solve?

Highlight (Yellow) | Location 2542

To turn the brand around, our main job was to build a culture of trust.

Highlight (Yellow) | Location 2546

We would stop the shaming and blaming and the judging of outcomes as good or bad, and instead continuously ask ourselves, "What did we set out to do, what happened, what did we learn, and how fast can we improve on it?"

Highlight (Yellow) | Location 2558

As a management team, we focused on asking questions, experimenting and driving continuous improvement until we started to get traction. Instead of thinking about outcomes as good and bad, we set up a "failure proof" way of working.

Highlight (Yellow) | Location 2563

shift our mentality to one of continuous learning.

Highlight (Yellow) | Location 2566

I love the idea of driving greatness from our learnings.

Highlight (Yellow) | Location 2574

This personal and professional journey has changed my practice as a leader in three specific ways: teaching me how to practice vulnerability, increasing my self-awareness, and giving me the tools to have tough conversations.

Highlight (Yellow) | Location 2577

“People don’t care how much you know until they know how much you care.”

Highlight (Yellow) | Location 2586

through journaling and seeking feedback from others, I have been able to grow and refine my leadership skills in a way that is more responsive to the needs of my staff, students, and community.

Highlight (Yellow) | Location 2591

move past the “This is the way we have always done it” attitude

Highlight (Yellow) | Location 2593

My strategy was to be intentional about building enough trust and connection to talk about equity issues, and to commit to helping those who are normally silenced acquire the skills and grounded confidence to participate in these tough conversations.

Highlight (Yellow) | Location 2596

structured protocols for hard conversations,

Highlight (Yellow) | Location 2605

never underestimate the value of role-playing, practicing, and writing down notes and bringing them with you into important meetings or conversations.

Highlight (Yellow) | Location 2628

clarity of values.

Highlight (Yellow) | Location 2629

values are “principles or standards of behaviour; one’s judgment of what is important in life.”

Highlight (Yellow) | Location 2630

A value is a way of being or believing that we hold most important.

Highlight (Yellow) | Location 2637

Step One: We Can’t Live into Values That We Can’t Name

Highlight (Yellow) | Location 2650

“If you have more than three priorities, you have no priorities.”

Highlight (Yellow) | Location 2673

Learning

Highlight (Yellow) | Location 2687

Usefulness

Highlight (Yellow) | Location 2703

integrity—choosing courage over comfort; it’s choosing what’s right over what’s fun, fast, or easy; and it’s practicing your values, not just professing them.

Highlight (Yellow) | Location 2708

Ask yourself: Does this define me? Is this who I am at my best? Is this a filter that I use to make hard decisions?

Highlight (Yellow) | Location 2731

Don’t choose silence over what is right. It’s not my job to make others more comfortable or to be liked by everyone.

Highlight (Yellow) | Location 2755

In most situations, there are eight seconds of intense discomfort.

Highlight (Yellow) | Location 2815

Spirituality is the deep human longing to experience the transcendent in our ordinary life—it's the expectation to experience the extraordinary in the ordinary, the miraculous in the mundane, and the sacred camouflaged in the profane."

Highlight (Yellow) | Location 2825

"Love is not a victory march.⁴ It's a cold and it's a broken hallelujah.

Highlight (Yellow) | Location 2832

know I'm ready to give feedback when I'm ready to sit next to you rather than across from you.⁵

Highlight (Yellow) | Location 2844

we're supposed to be facilitating and fact finding from a place of curiosity, not lecturing.

Highlight (Yellow) | Location 2950

trust, vulnerability, curiosity, positive intent, and self-awareness.

Highlight (Yellow) | Location 2958

getting to the heart of issues, with heart,

Highlight (Yellow) | Location 3049

we assume the worst about people's intentions when they're not respectful of our boundaries:

Highlight (Yellow) | Location 3054

What boundaries need to be in place for me to be in my integrity and generous with my assumptions about the intentions, words, and actions of others?

Highlight (Yellow) | Location 3079

many of us will choose to stay in the resentment, disappointment, and frustration that come with believing people aren't trying rather than face a difficult conversation about real deficits.

Highlight (Yellow) | Location 3110

trust as "choosing to risk making something you value vulnerable to another person's actions."

Highlight (Yellow) | Location 3111

distrust as deciding that “what is important to me is not safe with this person in this situation (or any situation).”

Highlight (Yellow) | Location 3131

trust is the one thing that changes everything. It’s not a nice-to-have; it’s a must-have.

Highlight (Yellow) | Location 3163

Boundaries: You respect my boundaries, and when you’re not clear about what’s okay and not okay, you ask. You’re willing to say no. Reliability: You do what you say you’ll do. At work, this means staying aware of your competencies and limitations so you don’t overpromise and are able to deliver on commitments and balance competing priorities. Accountability: You own your mistakes, apologize, and make amends. Vault: You don’t share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you’re not sharing with me any information about other people that should be confidential. Integrity: You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them. Nonjudgment: I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment. We can ask each other for help without judgment. Generosity: You extend the most generous interpretation possible to the intentions, words, and actions of others.

Highlight (Yellow) | Location 3190

Integrity is choosing courage over comfort; it’s choosing what’s right over what’s fun, fast, or easy; and it’s practicing your values, not just professing them.

Highlight (Yellow) | Location 3220

generosity requires boundaries:

Highlight (Yellow) | Location 3247

develop one or two observable behaviors for each of the seven elements.

Highlight (Yellow) | Location 3277

the foundation of trust with others is really based on our ability to trust ourselves.

Highlight (Yellow) | Location 3347

I bring a unique set of experiences and wisdom, and I can contribute as part of a team.

Highlight (Yellow) | Location 3348

We can never overestimate the relationship between self-trust and trusting others.

Highlight (Yellow) | Location 3355

The same is true in leadership—we can't expect people to be brave and risk failure if they're not prepped for hard landings.

Highlight (Yellow) | Location 3369

teaching how to embrace failure as a learning opportunity

Highlight (Yellow) | Location 3390

If we don't have the skills to get back up, we may not risk falling.

Highlight (Yellow) | Location 3393

Learning to Rise. It has three parts: the reckoning, the rumble, and the revolution.

Highlight (Yellow) | Location 3441

participants who demonstrated the highest level of resilience used some form of these sentences: The story I'm telling myself ... The story I make up ... I make up that ...

Highlight (Yellow) | Location 3470

You make yourself the center of something that has nothing to do with you out of your own fear or scarcity, only to be reminded that you're not the axis on which the world turns.

Highlight (Yellow) | Location 3475

The Learning to Rise process is about getting up from our falls, overcoming our mistakes, and facing hurt in a way that brings more wisdom and wholeheartedness into our lives.

Highlight (Yellow) | Location 3493

The reckoning is as simple as that: knowing that we're emotionally hooked and then getting curious about it. The challenge is that very few of us were raised to get emotionally curious about what we are feeling.

Highlight (Yellow) | Location 3497

Slow down, take a deep breath, and get curious about what's happening.

Highlight (Yellow) | Location 3529

Pain is hard, and it's easier to be angry or pissed off than to acknowledge hurt, so our ego intervenes and does the dirty work.

Highlight (Yellow) | Location 3593

anxiety is one of the most contagious emotions that we experience.

Highlight (Yellow) | Location 3607

In the absence of data, we will always make up stories.

Highlight (Yellow) | Location 3609

Our organizations are littered with stories that people make up because they don't have access to information.

Highlight (Yellow) | Location 3611

our brains reward us with dopamine (that "aha" moment) when we recognize and complete patterns.⁷ Stories are patterns.

Highlight (Yellow) | Location 3622

The first story we make up is what we call the "shitty first draft," or the SFD.

Highlight (Yellow) | Location 3638

fear fills in the data gaps.

Highlight (Yellow) | Location 3650

A confabulation is a lie told honestly.

Highlight (Yellow) | Location 3652

The Storytelling Animal, Jonathan Gottschall

Highlight (Yellow) | Location 3663

it's a confabulation. I believe it's true, but it's really my fear, combined with what might be a little bit of data. And it's dangerous.

Highlight (Yellow) | Location 3669

The story I'm making up: My emotions: My body: My thinking: My beliefs: My actions:

Highlight (Yellow) | Location 3709

The power of "the story I'm telling myself" is that it reflects a very real part of what it means to be a meaning-making human. It's disarming because it's honest.

Highlight (Yellow) | Location 3729

curiosity and asking the right questions as a leadership superpower,

Highlight (Yellow) | Location 3738

own hard stories so we can write new endings.

Highlight (Yellow) | Location 3739

The three most dangerous stories we make up are the narratives that diminish our lovability, divinity, and creativity.

Highlight (Yellow) | Location 3749

When I'm struggling and things are falling apart, I'm much more likely to shame and blame myself.

Highlight (Yellow) | Location 3762

when we pretend we don't make up stories, the story owns us.

Highlight (Yellow) | Location 3790

in a world full of critics, cynics, and fearmongers, taking off the armor and rumbling with vulnerability, living into our values, braving trust with open hearts, and learning to rise so we can reclaim authorship of our own stories and lives is the revolution.

Highlight (Yellow) | Location 3800

The level of collective courage in an organization is the absolute best predictor of that organization's ability to be successful in terms of its culture, to develop leaders, and to meet its mission.

Highlight (Yellow) | Location 3801

The greatest challenge in developing brave leaders is helping them acknowledge and answer their personal call to courage. Courage can be learned if we're willing to put down our armor and pick up the shared language,

tools, and skills we need for rumbling with vulnerability, living into our values, braving trust, and learning to rise.

Highlight (Yellow) | Location 3804

We fail the minute we let someone else define success for us. Like many of you, I spent too many years taking on projects and even positions, just to prove I could do it. I was driven by a definition of success that didn't reflect who I am, what I want, or what brings me joy. It was simply accomplish-acquire-collapse-repeat. There was very little joy, very little meaning, and tons of exhaustion and resentment.

Highlight (Yellow) | Location 3818

“The cave you fear to enter holds the treasure you seek.”
