

# ***COURAGE AT WORK***



A GLOBAL DIALOGUE ON **BEING COURAGEOUS**

Conducted by Giant Leap Consulting, Inc.  
800-876-7239

## ***BE COURAGEOUS!***

**2011**



## Courage Defined...

---

### **COURAGE:**

The ability to do the right thing, despite being afraid or uncomfortable, when facing situations involving pain, risk, uncertainty, opportunity, or intimidation.

NOTE: Courage is NOT fearlessness. In fact, Courage is FULL of fear. It is Fearful.

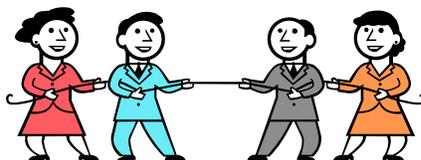
What act of courage on your part could greatly enhance your career if you were to do it?

# Total Cost of FEAR (TCF)

---

*FEAR* is bad for business. If a fear-based organization were to calculate its Total Cost of Fear (TCF), they would find that the costs are substantial. Such costs would include:

- ☹️ **Distraction:** Employees spend an inordinate amount of time dealing with internal dysfunctions and/or speculating about their fate than they do on advancing the organization's goals.
- ☹️ **“Hiding” Behavior:** Workers focus on hiding mistakes for fear of getting punishment. Secondly, workers avoid bringing bad news to leaders, which keeps leaders oblivious to business dangers that they would otherwise be able to deal with.
- ☹️ **Reduced Engagement:** Employees are more apt to “check out” in fear-based organizations. They'll remain committed to organizational goals only to the extent that they are constantly watched and scrutinized – a bad use of management time.
- ☹️ **Lack of Innovative Ideas:** Workers in fear-based organizations follow a “play-it-safe” approach, often exemplified by safe choices versus creative ones.
- ☹️ **General Dysfunction:** A 2007 study of over 700 workers done by Florida State University found that people experiencing job mistreatment were twice as likely to suffer a depressed mood at work. They also reported exhaustion levels that were 33% higher than the rest of the workforce, and had 33% more sleep disorders.
- ☹️ **Turnover:** A study in the United Kingdom found that 25% of all bullied victims, and about 20% of those who witness someone being bullied, quit their jobs. The cost of replacing these workers is substantial.



# The Courage Framework: *Try, Trust, Tell*

---

Generally, there are three main kinds of courageous acts: the courage to *TRY*, the courage to *TRUST*, and the courage to *TELL*. Each is described below:



***TRY* Courage:** It is easier not to do something than to do it, which is why many people prefer to stay in their “comfort zone.” It takes courage to *TRY* something, particularly when you’ve not done it before. This is the kind of courage that’s demonstrated when someone “steps up to the plate”, for example taking on a project where others have failed. At the organizational level, entering a new or foreign market would be an example of *TRY* Courage.



***Trust* Courage:** While the courage to try involves an action of some sort, the courage to *TRUST* often involves deliberate *inaction* or letting go. For example, it takes courage to *TRUST* employees – by not micromanaging their every move – after you’ve delegated a task to them. At lower levels, it takes courage to *TRUST* that your leaders are doing the best they can at leading the company. Organizationally, allowing workers to telecommute and/or pursue innovative endeavors on company time are both examples of the courage to *TRUST*.



***TELL* Courage:** Many workers stifle their own opinions or spend a disproportionate amount of time trying to be agreeable when faced with the stigma that truth-telling presents. Stating a true opinion, openly disagreeing with a person more senior than you, and exposing a company misdeed are all examples of *TELL* Courage. Having the courage to *TELL* means stating your truth regardless of how uncomfortable – or career threatening – that may be. Organizationally, revealing a product defect or financial mistake before they are exposed by outside parties are both examples of *TELL* Courage.

# Building Courage By *Trying, Trusting, and Telling*

Let's face it, if being courageous was easier to do, more people would be doing it. The fact is, courage takes hard work. The tips below will help you be more courageous by applying the *TRY, TRUST, TELL* framework:



- ☆ Write down the explicit outcomes that you aim to achieve (and the rewards you hope to gain) with your courageous act.
  - ☆ Take a *symbolic risk* – do something courageous in another area of your life and capitalize on the confidence you gain.
  - ☆ Mitigate as many risks as you can, but understand that it won't be an act of courage unless there is still a real risk involved.
  - ☆ Be clear about the risks of not trying. Often they are more dangerous than the actual risk.
- 



- ☆ Figure out the criteria that you require before you offer your trust by completing the following sentence: *I will trust you when...*
  - ☆ Identify coworkers you implicitly trust (if any). List those things that cause you to trust them. Conversely, identify coworkers you don't trust and list the reasons why.
  - ☆ Be clear about the consequences of not trusting. Think about times when you weren't trusted and what you personally experienced.
- 



- ☆ Write down exactly what you want to say and why you want to say it.
  - ☆ Identify the people who will disagree with your message the most.
  - ☆ Practices delivering the message to someone you're not embarrassed in front of.
  - ☆ Remember: some of the most courageous people in history have been truth-tellers.
-

# The Courage Zone: *Getting in the Zone*

---



The times in your life that you are most proud of are likely to be those when you demonstrated the most courage. Even brief moments of courage can change the trajectory of your life for the better. Starting your own business, asking for – and getting – a raise, succeeding with a tough project are all examples. Below are some steps you can take for moving into the Courage Zone:

- Know What's On Your Flag:** Identify the principles which you feel most strongly about. If you had a banner that represented these principles, what symbols would be on it?
- Shrink Your Fear:** Get whatever fears you're carrying on the inside of you outside. Write your fears down. Talk about them with a trusted confidant. Take the time to examine them and learn from them. Then – and this is critical – identify which fears you're likely exaggerating.
- Itch Your Interest:** You'll have a much better change of being courageous if you prod your interest in the idea. Read biographies of people you consider to be courageous and get mentoring from courageous people you admire. The more interested you get, the more you'll want to do courageous things.
- Take A Giant Leap:** At some point, the only way to get into the courage zone is to do something courageous. So use the *TRY, TRUST, TELL* framework and take a leap into your courage zone!



Giant Leap Consulting is *The Courage Building Company*. We exist to help people and organizations Be More Courageous.

Our customized courage building programs include:

- ★ Courageous Future (Strategic Planning)
- ★ Courageous Leadership
- ★ Courageous Teaming
- ★ Courageously Speaking (Communication)
- ★ The Courageous Executive (Executive Coaching)
- ★ Take A Giant Leap (Keynote Speech)

To receive our FREE electronic newsletter, please visit our website at:  
[www.giantleapconsulting.com](http://www.giantleapconsulting.com).

Giant Leap Consulting would be happy to customize a high-impact training seminar for your company!

Just call **800-867-7239**.

***BE COURAGEOUS!***