

Frequently Asked Questions

COURAGEOUS LEADERSHIP

**A Program for Using Courage
to Transform the Workplace**

BILL TREASURER

Pfeiffer
A Wiley Imprint
www.pfeiffer.com

Copyright © 2011 by Giant Leap Consulting. All Rights Reserved.

Published by Pfeiffer

An Imprint of Wiley

989 Market Street, San Francisco, CA 94103-1741

www.pfeiffer.com

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-646-8600, or on the web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, 201-748-6011, fax 201-748-6008, or online at <http://www.wiley.com/go/permissions>.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

Readers should be aware that Internet websites offered as citations and/or sources for further information may have changed or disappeared between the time this was written and when it is read.

For additional copies/bulk purchases of this book in the U.S. please contact 800-274-4434.

Pfeiffer books and products are available through most bookstores. To contact Pfeiffer directly call our Customer Care Department within the U.S. at 800-274-4434, outside the U.S. at 317-572-3985, fax 317-572-4002, or visit www.pfeiffer.com.

Pfeiffer also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Facilitator's Guide FAQ SKU # 978KPART09241

Facilitator's Guide Package ISBN 978-0-470-53710-7

Facilitator's Guide Set ISBN 978-0-470-56796-8

Acquiring Editors: Marisa Kelley and Holly J. Allen

Marketing Manager: Tolu Babalola

Director of Development: Kathleen Dolan Davies

Developmental Editor: Susan Rachmeler

Production Editor: Michael Kay

Editor: Rebecca Taff

Manufacturing Supervisor: Becky Morgan

Internal Design: Paula Goldstein

Printed in the United States of America

Printing 10 9 8 7 6 5 4 3 2 1

WHAT IS THE PROGRAM DESIGNED TO ACHIEVE?

The *Courageous Leadership* workshop introduces people to a specific understanding of courage, illustrates how they can become more courageous, and demonstrates the vital role courage has in the workplace and our lives. This workshop is about building more capable and confident workers and transforming organizations through people's courageous behavior.

WHAT COMPONENTS SHOULD I PURCHASE TO GET STARTED?

To facilitate the *Courageous Leadership* workshop, you will need to purchase the Facilitator's Guide, a Participant Workbook for each person in the class, and—depending on which version of the *Courageous Leadership Profile* you select—hard copies of the self-rated CLP for each participant or online access to the CLP-Self or the CLP-360. Additional materials can be purchased to supplement the workshop, such as the best-selling book *Courage Goes to Work* and the Three Buckets of Courage Wallet Card.

WHO IS THE PROGRAM DESIGNED FOR?

The *Courageous Leadership* workshop can be used at multiple levels of your organization. It's particularly appropriate for mid-level managers, but will also provide excellent benefits to the emerging and next generation of leaders. Front-line staff will also find the training beneficial and are an excellent choice to attend the half-day version of the workshop.

HOW LONG DOES THE PROGRAM TAKE TO COMPLETE?

The workshop is designed as either a day-long or half-day session. The material is very flexible though and can be adapted to many settings, such as a series of one-hour "lunch-and-learn" workshops, one-on-one coaching sessions, etc.

HOW MUCH PREPARATION TIME IS NEEDED?

It is very important that the facilitator be familiar with the material. Allow yourself enough time to read through the complete Facilitator's Guide and the Participant Workbook. Take the time to answer the questions you'll be posing to the

participants during the session. If you can, read *Courage Goes to Work* to really ground yourself in the concept of courageous leadership. At a minimum, we recommend that you budget sixteen hours of study time. An additional few hours will be needed to gather the workshop materials.

DO I NEED ANY SPECIAL SKILLS TO FACILITATE THE PROGRAM?

You'll need to tap into your own courage reserves! The *Courageous Leadership* workshop requires that facilitators be willing to share from their own experiences of times they took risk, behaved courageously, or even lacked the courage to take action. You will need to tap into your own courageous history and be open to sharing some of those experiences with the workshop participants. This will model the behavior you want from participants and lead to a more effective workshop.

WHAT'S UNIQUE OR DIFFERENT ABOUT THIS PROGRAM OR ITS APPROACH?

The *Courageous Leadership* workshop introduces the new organization development practice of courage-building. Courage is the foundation that everything is built on: leadership, innovation, sales, ethics, etc. If you develop skills that are built on a strong foundation of courage, the impact of those new abilities and techniques grows exponentially. However, most organizations do not discuss the value of courage. This workshop is an excellent way to introduce this new practice. Because courage-building will complement many other development workshops (see Appendix H in the Facilitator's Guide for more information), the *Courageous Leadership* workshop is an excellent foundation program for any organization.

WHAT IS THE ASSESSMENT DESIGNED TO MEASURE?

The *Courageous Leadership Profile* (CLP) measures the three different types of courage highlighted in this program: *TRY*, *TRUST*, and *TELL*. The results of the CLP help people examine how they are courageous, areas in which they could be more courageous, how those impact their professional lives, and how those areas affect those with whom they work.

HOW MANY AND WHAT TYPE OF QUESTIONS ARE IN THE CLP?

There are thirty questions on the survey. Each question relates to one of the three types of courage that are introduced in the *Courageous Leadership* workshop, ten questions per courage type.

HOW IS THE ASSESSMENT SCORED?

The survey uses a 5-point Likert scale, ranging from Strongly Agree to Strongly Disagree to measure three distinct types of courage: TRY courage (the courage of initiative), TRUST courage (the courage of openness), and TELL courage (the courage of assertiveness). There are ten questions per courage type, so the highest score that can be obtained in each category is 50.

HOW ARE THE REPORTS PRESENTED AND WHAT DO THEY REVEAL?

The *Courageous Leadership Profile* helps individuals identify which courage type they are most confident in and in which they could use more confidence. The profile can be instrumental in helping individuals identify the situations in which they are likely to act courageously, as well as those situations in which they are likely to “play it safe.” The report shows the high and low scores for each category of courageous behavior (TRY, TRUST, or TELL). Tips are provided at the conclusion of the report for raising one's scores (that is, building the respondent's courage) in the area that would benefit from the application of more courage.

HOW HAS THE ASSESSMENT BEEN VERIFIED AND TESTED?

The *Courageous Leadership Profile* was piloted to test the reliability and validity of the questions. The results were statistically analyzed by a subject-matter expert—a Ph.D. candidate from a major public research university in the Southwest. The sample size for the pilot survey was 243 participants, representing multiple levels within both profit and non-profit organizations. The size of the sample resulted in a value of .87 on the Mayer-Olkin (KMO) test. The pilot study showed that the questions on the CLP are internally consistent (not ambiguous), and resulted in a Cronbach's alpha (a measure of reliability) of .889.

The results from the item analysis, reliability analysis, and principal components analysis were used to refine the items and scales included a revised survey instrument. Data collected from future surveys will be compiled to perform ongoing reliability and validity analyses and to refine future survey instruments.

It should be noted that the *Courageous Leadership Profile* should be considered an instructional aide rather than a rigorous research assessment. The aim of the *Courageous Leadership Profile* is to be both useful and accurate. We invite research institutions to join us in researching and improving the tool.

ABOUT THE AUTHOR

Bill Treasurer is founder and chief encouragement officer at Giant Leap Consulting (GLC), a courage-building company that exists to help people and organizations live more courageously. Bill is the author of *Courage Goes to Work* (Berrett-Koehler, 2008), an internationally bestselling book about how to inspire more courageous behavior in workplace settings.

His first book, *Right Risk* (Berrett-Koehler, 2003), is about how to take smart risks and draws on Treasurer's experiences as both an organization development professional and as a daredevil athlete. Treasurer is also the editor of *Positively M.A.D. (Making A Difference)* (Berrett-Koehler, 2005). The book is a compilation of stories from world-renowned experts that aims to inspire readers to make a difference in their organizations. Gannett newspapers calls it "required reading for all employees contemplating putting a co-worker's tie through the shredder—with the co-worker still attached."

Bill is widely regarded as the originator of the new organization development practice of courage-building. His insights have been featured in more than one hundred newspapers, including *The Washington Post*, *The New York Daily News*, *The Chicago Tribune*, *Atlanta Journal Constitution*, *Boston Herald*, and *Investor's Business Daily*. Bill's insights have also appeared in such magazines as *Leader to Leader*, *Entrepreneur*, *Leadership Excellence*, *Training*, *Woman's Day*, *Business-to-Business*, *Redbook*, *Parents*, *The Harvard Management Update*, and many others.

Bill is a former member of the U.S. High Diving Team. For seven years he traveled throughout the world performing with a team of high-performing athletes. During that time, Bill did over 1,500 high dives from heights that scaled to over 100 feet . . . sometimes on fire!

Since 2002, Bill and his company have designed leadership development programs that build courageous leaders. Bill has conducted more than five hundred corporate workshops designed to strengthen people's leadership skills, improve team performance, and help executives behave more courageously. Among others, Bill has led workshops for Accenture, PNC Bank, the Centers for Disease Control and Prevention, NASA, UNICEF, the Center for Creative Leadership, the U.S. Forest Service, CNN, EarthLink, Monster.com, SPANX, the National Science Foundation, and the U.S. Department of Veterans Affairs.

To contact Bill about bringing courage to your organization, send an email to btreasurer@giantleapconsulting.com.

ABOUT PFEIFFER'S PRODUCT LINE

Experientially based exercises and activities are a common feature of Pfeiffer's training products. Additionally, Pfeiffer offers a variety of icebreakers, energizers, team games, and simulations to energize your training and enhance the learning experience. For questions about these and other Pfeiffer products, please contact us.

To reach assistance in the United States:

E-mail: leadership@wiley.com

Phone: (U.S.) 866-888-5159; (Outside the U.S.) 317-572-3517

Mail: Electronic Product Sales, 10475 Crosspoint Blvd., Indianapolis, IN 46256

Fax: 317-572-4512

For Technical Support questions within the U.S., call 877-591-7762. Outside the U.S., call 317-572-4982.

To reach assistance in Canada:

E-mail: publishingbyobjectives@wiley.com

Phone: 800-567-4797 ext. 54551

Mail: 6045 Freemont Blvd., Mississauga ON L5R 4J3

Fax: 416-236-4448