

dare
to
*lead*TM

BASED ON THE RESEARCH OF
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SHAME SHIELDS

*moving
away*



withdrawing, hiding,
silencing ourselves,
and keeping secrets

*moving
toward*



seeking to appease
and please

*moving
against*



trying to gain power
over others, being
aggressive, and using
shame to fight shame

The Shame Shields are based on the “strategies of disconnection” developed by Linda Hartling at The Stone Center at Wellesley.





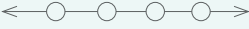

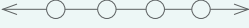
ARMORED LEADERSHIP VERSUS DARING LEADERSHIP

There are eleven elements of Daring Leadership. As you think about the culture of your team (or whatever group has been identified as your Dare to Lead cohort), rate the common indicators of each element on a continuum from 1 – 4.

ARMORED LEADERSHIP <i>Leading from Self-Protection</i>	TEAM AVERAGE	DARING LEADERSHIP <i>Leading with Grounded Confidence</i>
<i>Being a Knower and Being Right</i>		<i>Being a Learner and Getting it Right</i>
<p><i>Common Indicators:</i> We value being a knower and being right over being a learner and getting it right.</p>		<p><i>Common Indicators:</i> We value being a learner and getting it right over being a knower and being right.</p>
<p>“Not knowing” is often perceived as weakness.</p>		<p>Curiosity is encouraged and framed as courageous.</p>
<p>We often buy into the belief that “knowing” is the only value we bring.</p>		<p>We operate from the belief that leaders don’t always have all of the answers but often ask the right questions.</p>
<p>Asking for help is often perceived as weakness.</p>		<p>Asking for help is normalized and expected at all levels.</p>
<i>Tapping Out of Hard Conversations</i>		<i>Leaning into Vulnerability and Skilling Up for Hard Conversations</i>
<p><i>Common Indicators:</i> We avoid conflict and uncomfortable conversations, including performance feedback and conversations about race, gender, class, or other complex subjects.</p>		<p><i>Common Indicators:</i> Discomfort and vulnerability are normalized and seen as central to good work, so we are skilled up in having tough conversations.</p>
<p>We talk about people rather than directly to them concerning hard topics or hard feedback.</p>		<p>We talk <i>to</i> people not <i>about</i> people. We give and receive feedback in ways that align with our values and the organization’s values.</p>
<p>Kind and honest are often thought of as mutually exclusive.</p>		<p>We believe and model that clear, honest conversations are kind and valued.</p>
<p>Performance and behavioral issues are tolerated and/or ignored rather than addressed through difficult feedback.</p>		<p>We have a strong feedback culture built on respect (everyone gives, receives, and values feedback).</p>



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ARMORED LEADERSHIP <i>Leading from Self-Protection</i>	TEAM AVERAGE	DARING LEADERSHIP <i>Leading with Grounded Confidence</i>
<i>Using Shame and Blame to Manage Ourselves and Others</i>		<i>Leading Ourselves and Others from a Place of Empathy, Accountability, and Learning</i>
<p><i>Common Indicators:</i> We often try to look, work, and deliver perfectly to self-protect against criticism, judgment and blame.</p>		<p><i>Common Indicators:</i> Rather than promoting perfectionism (which is outwardly focused: “What will other people think?”), we nurture healthy striving (which is internally focused: “How do I want to learn and grow? What are my goals? What do I think?”)</p>
<p>Blame and finger-pointing are norms when there are mistakes and failures.</p>		<p>We hold ourselves and each other accountable in a respectful way.</p>
<p>It’s hard to take risks or try new things, so cynicism and criticism are often more common than making a contribution.</p>		<p>We take thoughtful risks and make sincere efforts to achieve goals. Learning from mistakes is encouraged and valued.</p>
<p>People are reluctant to speak up because they fear being ridiculed or belittled.</p>		<p>Empathy and self-compassion are taught, modeled, and expected.</p>





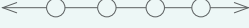






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Fostering a scarcity-driven culture (“There is never enough _____”)		Committing to and modeling “We are enough, and we have enough.”
<i>Common Indicators:</i> We don’t acknowledge good work and small successes because we fear some people might become complacent and slow down.		<i>Common Indicators:</i> We regularly practice gratitude and celebrate milestones and wins.
Leaders use fear and uncertainty to drive productivity.		When there’s collective fear or uncertainty, our leaders acknowledge, name, and normalize it, with the goal of de-escalating it.
Exhaustion is rewarded as a status symbol.		Leaders model and respect boundaries and self-care.
Because our perceived value is often tied to our performance, we tend to hustle for our worth.		Our work and efforts are acknowledged, and we are valued as people even when we make mistakes or fall short.
There is a level of comparison and ranking that drives a mentality of win/lose and crush/be crushed.		We foster healthy competition that supports collaboration.
Professing Values		Practicing Values
<i>Common Indicators:</i> Organizational values are professed but not operationalized as behaviors, taught, practiced, or acknowledged.		<i>Common Indicators:</i> Organizational values are clearly articulated, operationalized as behaviors, taught, practiced, and acknowledged.
There are no consequences for behaviors that are outside of values if performance is solid.		Showing up in ways that align with organizational values is a component of meeting performance measures.










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<i>Driving a “Fitting In” Culture</i>		<i>Cultivating a Belonging Culture</i>
<p><i>Common Indicators:</i> Commitments to diversity, equity, and inclusion are not practiced, even when professed.</p>		<p><i>Common Indicators:</i> Commitments to diversity, equity, and inclusion are priority practices in strategy and decision making.</p>
<p>People are held to one narrow standard rather than acknowledged for their unique gifts and contributions. Assimilation is promoted and valued.</p>		<p>Diverse perspectives are cultivated, valued, and prioritized.</p>
<p>Strategies for dismantling systemic bias are reactive.</p>		<p>Strategies for dismantling systemic bias are proactive.</p>
<p>Care for and connection with others are NOT seen as requirements for effective leadership.</p>		<p>Care for and connection with others are seen as irreducible requirements of leading.</p>
<i>Leading for Compliance and Control</i>		<i>Leading for Commitment and Shared Purpose</i>
<p><i>Common Indicators:</i> The culture is based on hierarchies and wielding “power over” others rather than on shared power and distributed leadership.</p>		<p><i>Common Indicators:</i> The culture is based on sharing power with, distributing power to, and fostering power among people.</p>
<p>We struggle with persistent misalignment of authority and responsibility – we are often held responsible for outcomes we don’t have the power to make happen.</p>		<p>Leaders make a consistent effort to keep authority and responsibility aligned.</p>
<p>Decision making and delegating are often stripped of context and connection to the team or organization’s larger strategy, leaving us “just following orders.”</p>		<p>We make it a priority to provide context when making decisions and delegating, so people understand the purpose and bigger picture.</p>



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Leading Reactively		Leading Proactively and Strategically
<p><i>Common Indicators:</i> Decision making, problem solving, and delegation processes are often scattered, reactive and done without context of other organizational issues.</p>		<p><i>Common Indicators:</i> Decision making, problem solving, and delegation practices are thoughtful, deliberate, and integrated with ongoing organizational strategies.</p>
<p>Our action bias (get it done now!) often leads us to try to solve problems that we haven't fully defined.</p>		<p>We invest in problem identification and definition.</p>
<p>During challenging times, we often either overreact or get paralyzed on decision making and delegation.</p>		<p>We have systems and skills in place that allow us to be thoughtful and decisive in our decision making and delegation during challenging times.</p>
Resisting Change		Accepting and Embracing Change
<p><i>Common Indicators:</i> In the face of change, the fear of irrelevance leads us to feeling stuck, so we double down on nostalgia and “the way things used to be.”</p>		<p><i>Common Indicators:</i> As things shift and change, we double down on learning and skill building while maintaining confidence about our ability to contribute.</p>
<p>Change and uncertainty lead to us becoming increasingly territorial, cynical, and/or critical.</p>		<p>In the face of change, we are open, collaborative, and curious about the future and what's possible.</p>



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<p><i>Getting stuck in and owned by failures, setbacks, and disappointments</i></p>		<p><i>Owning our failures, setbacks, and disappointments through open discussion, learning from them, and embedding the learning in our work and our teams</i></p>
<p><i>Common Indicators:</i> Failures and setbacks are not openly discussed and analyzed.</p>		<p><i>Common Indicators:</i> We have skills and systems in place that normalize failures, setbacks, and disappointments, and we have a process to analyze and learn from them.</p>
<p>We often get stuck in past disappointments or let negative experiences define us.</p>		<p>Everyone is taught how to get back up after a fall and is held accountable for their own resetting skills.</p>
<p>Even reasonable failures and setbacks are stigmatized and a common source of shame.</p>		<p>Reasonable failures and setbacks are seen as a part of innovation and growth.</p>
<p><i>Perceiving leadership as “Being served by others”</i></p> <p><i>Common Indicators:</i> Leadership is about position and status.</p>	 	<p><i>Understanding leadership as “Serving others”</i></p> <p><i>Common Indicators:</i> Leadership is expected and cultivated at all levels.</p>
<p>Trust is undefined and expected.</p>		<p>Trust is operationalized into behaviors, taught, and earned.</p>
<p>Being vulnerable and practicing authenticity is only safe and seen as courage for some people, but not for everyone.</p>		<p>Being vulnerable and practicing authenticity is safe, modeled, and seen as courage in all people at all levels.</p>
<p>People tend to “hustle for their worth” because they’re unsure of their contribution.</p>		<p>Leaders make sure people know their value and what they contribute.</p>

