

Building Courage and Connection

Felicia Logan, ICMA
Director of Leadership Development

ICMA



Poll #1: When you were 10 what was your favorite flavor of ice cream?

1. Vanilla
2. Chocolate
3. Mint Chocolate Chip
4. Ben & Jerry
5. Yogurt, Gelato, Non-Dairy

It all begins with Trust

OK you may be thinking this is all good but

What does ice cream have to do with creating stronger leaders and better communities?

And more importantly, I hope you are starting to think about what it will take to strengthen your own creativity, innovation, connection, teamwork and create a sense of belonging.

Connection before Content

Builds Community,
Commitment,
Compassion and Courage

The ordinary sustains the extraordinary

And it's the ordinary that demands
courage and connection



Lets start with the organization

And more specifically with teams within the organization.

Patrick Lencioni has given us guidance in the creation and development of teams in The Five Dysfunctions of a Team and The Advantage.

Let's do a quick review.

Poll

What's the biggest problem in working with teams?

1. Trust
2. Conflict
3. Commitment
4. Accountability
5. Results

Five Dysfunctions of a Team

Patrick Lencioni



OCTOBER 22-25
ICMA 2017

SAN ANTONIO

103RD ANNUAL CONFERENCE • BEXAR COUNTY

TRUST

Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors. They get to a point where they can be completely open with one another, without filters. This is essential because...

CONFLICT

Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to the organization's success. They do not hesitate to disagree with, challenge, and question one another, all in the spirit of finding the best answers, discovering the truth, and making great decisions. **This is important because...**

COMMITMENT

Teams that engage in unfiltered conflict are able to achieve genuine buy-in around important decisions, even when various members of the team initially disagree. That's because they ensure that all opinions and ideas are put on the table and considered, giving confidence to team members that no stone has been left unturned. **This is critical because...**

ACCOUNTABILITY

Teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards. What is more, they don't rely on the team leaders as the primary source of accountability, they go directly to their peers. **This matters because...**

RESULTS

Teams that trust one another, engage in conflict, commit to decisions, and hold one another accountable are very likely to set aside their individual needs and agendas and focus almost exclusively on what is best for the team. They do not give in to the temptation to place their departments, career aspirations, or ego-driven status ahead of the collective results that define team success.

The ordinary sustains the extraordinary

So how do we build trust, courage, connection
and the willingness to be vulnerable...
in ordinary times...
so that when extraordinary situations arise
we have the muscle memory to do the heavy lifting?

TRUST

Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and behaviors. They get to a point where they can be completely open with one another, without filters. This is essential.

(And teams are made up of individuals)

Let's unpack this

Trust on fundamental emotional level

Comfortable being vulnerable about weakness

Completely open-without filters

Definition of Vulnerability

“ Uncertainty, risk and emotional exposure. “

Brene Brown

Daring Greatly

Poll Question

How many times in the last week were you in a situation of uncertainty, risk and emotional exposure?

1.Never

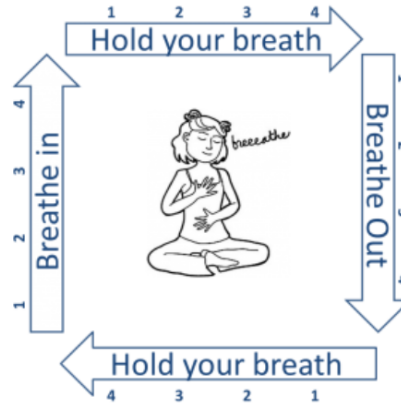
2.1-5

3.6-10

4.More than 10

5.Constantly

Time to Breathe



- 1) **Breathe in** for 4 counts *until the lungs are completely full.*
 - 2) **Hold breath in** for 4 counts
 - 3) **Breathe out** for 4 counts *until the lungs are completely empty.*
 - 4) **Hold breath out** for 4 counts
- 4-count breathing is said to calm the mind, to develop

Courage

Courage is the choice and willingness to confront agony, pain , danger, uncertainty, or intimidation.

Physical courage is bravery in the face of physical pain, hardship, death or threat of death,

Moral courage is the ability to act rightly in the face of popular opposition, shame, scandal, discouragement, or personal loss.

Wikipedia

Courage

I believe it takes true courage to show up and be seen in the ordinary every-day-ness of life—when there is not a crisis to solve.

In some ways, crisis is easy—ordinary is tough.

During Crisis you are Rock Stars—all of your training, determination, heart and adrenaline kick into action.

Connection

“Connection is the energy that exists between people when they feel seen, heard, and valued;
when they can give and receive without judgment;
and when they derive sustenance and strength from the relationship.”

Brene Brown

Daring Greatly

How do you build connection

In your organization?

In your community?

In your neighborhood?

In your family?

In your closest relationships?

How long does it take to lose connection?

Turn to your ice cream buddy and give a 30 second example of how your trust was lost. Remember it can be a very small example but I know you all have them.

Seven practices and a few diagnostic questions.

Boundaries

Respecting yours and having my own

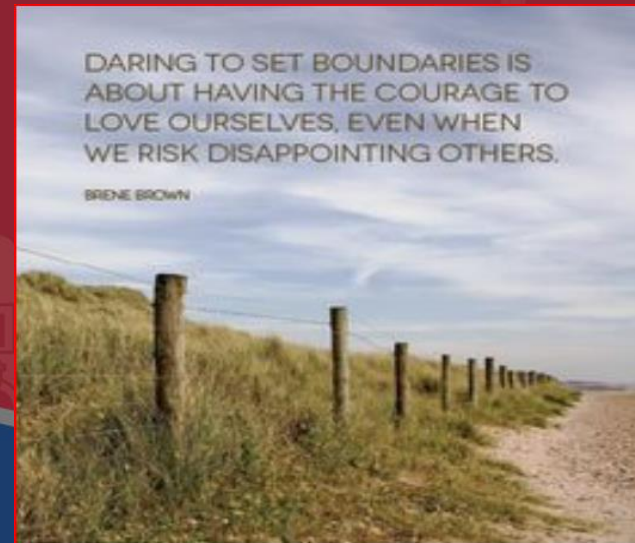
The reality is that saying **No** will disappoint someone.

It's better to be uncomfortable than resentful about a decision

What do you need to say no to?

Who do you need to say no to?

(Make a note to self)



Reliability

Reliability-being both reliable and authentic

I know I can count on you to do what you say

I know that you're not saying yes out of guilt

Who can you count on?

Who can count on you?

What does this quote mean?

(Make a note to self)

When someone shows you who they are, believe them the first time.

Maya Angelou

Accountability

Accountability-I own my mistakes, apologize and make amends

Who do you
need to apologize to?
(make a note to self)

A man must be big enough
to admit his mistakes,
smart enough to profit from them,
and strong enough to correct them.

— JOHN C. MAXWELL

The Vault

What I share with you,
you will hold in confidence
(and I do the same with you!)
confidentiality is respected,
even when gossip is
way more fun.



Integrity

Integrity-choosing courage over comfort;
choosing what's right over what's fun, easy or fast;
practicing my values, not just professing my values

It takes 20 years to build a reputation and
five minutes to ruin it. If you think about
that, you'll do things differently.” –

Warren Buffett

ICMA Code of Ethics

Non-judgement & Reciprocity

Non-judgement and reciprocity, offering and asking for help.
Not thinking less of myself for needing help,
(otherwise I'll judge others for asking me for help)

Have you ever been reluctant to ask for help in a work situation because you felt someone might think less of you?

(Make a note to self)

Generosity:

Believing that people
are truly
doing the best
they can.

Who do you need to
think generously about?



People are often unreasonable, illogical, and self-centered

FORGIVE THEM ANYWAY

If you are kind, people may accuse you of selfish, ulterior motives

BE KIND ANYWAY

If you are successful, you will win some false friends and some true enemies

SUCCEED ANYWAY

If you are honest and frank, people may cheat you

BE HONEST AND FRANK ANYWAY

What you spend years building, someone could destroy

BUILD ANYWAY

If you find serenity and happiness, some may be jealous

BE HAPPY ANYWAY

The good you do today, people will often forget tomorrow

DO GOOD ANYWAY

Give the best you have, and it may never be enough

GIVE THE BEST YOU'VE GOT ANYWAY

In the final analysis, it's between You and God

IT WAS NEVER BETWEEN YOU & THEM ANYWAY

Mother Teresa
32

The Man (and woman) in the Arena

“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 up short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; 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.”

President Teddy Roosevelt Paris April 23, 1910

Poll #4 When you apply the words “actually in the arena” what do you think of?

1. My organization?
2. My elected body?
3. My community?
4. My family?
5. My life?

Perfect and Bulletproof

“When we spend our lives waiting until we’re perfect or bulletproof before we walk into the arena, we ultimately sacrifice relationships and opportunities that may not be recoverable, we squander our precious time, and we turn our backs on our gifts, those unique contributions that only we can make,” says Brown. *“Perfect and bulletproof are seductive, but they don’t exist in the human experience.”*

(#5) How do you try to be bullet proof at work?

1. Having more data than anyone else?
2. Never saying a word in meetings?
3. Always having a joke or clowning around?
4. Dress to impress or have the coolest tech toys?
5. Never saying anything about myself personally

Who are the critics?

Roosevelt says its not the critics who count—
but who are the critics?

“Critics are those who actually have not walked into the arena.”

Brene Brown identifies

4 key inner critics or voices in the head:

Shame—fear of disconnection

Scarcity—never enough

Comparison—there are 100 others better

Myself—internal messages of doubt

How To Deal with the Critics

Say "I see you, I hear you, and I am going to show up and do this anyway."

Be Values driven

Have At least one person who will pick you up, dust you off and put you back in the arena

Staff who dare greatly

Developing staff who are hopeful and who have the courage to be vulnerable means stepping back and letting them experience disappointment, deal with conflict, learn how to assert themselves, and have the opportunity to fail.

If we're always following our staff into the arena, hushing the critics, and assuring their victory, they'll never learn that they have the ability to dare greatly on their own.

A few final thoughts



Definition of Vulnerability

“I define vulnerability as uncertainty, risk and emotional exposure. “

“With that definition in mind, let’s think about love. Waking up every day and loving someone who may or may not love us back, whose safety we can’t ensure, who may stay in our lives or may leave without a moment’s notice, who may be loyal to the day they die or betray us tomorrow — that’s vulnerability.”

Brene Brown

Daring Greatly

Welcome to the Arena

Thank you for participating in the Local Government 101 session titled Building Courage and Connection

I believe that by being vulnerable to one another we can make big differences in our community and our world.

Together, Let's Walk into the arena and Dare Greatly.
who's ready for ice cream?

Go to the app, complete the survey for speaker
and session-



THANKS!!!