



# Brave Leadership

Unleash Your Most Confident, Powerful and Authentic Self to Get the Results You Need

## THE SUMMARY IN BRIEF

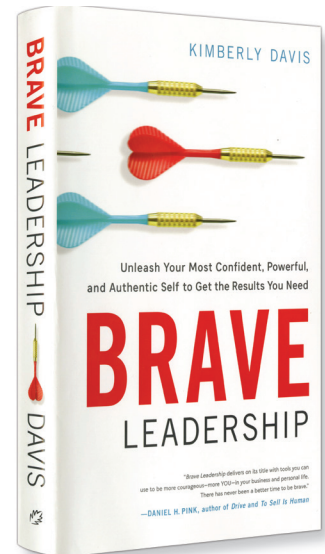
While we may think that we need to follow some kind of prescription to get results, the most amazing leaders are those who dare to be their true selves, powerfully. People *want* to give them their best. But in a business world that's so competitive and uncertain, how do you connect with others more authentically to tap into their elusive want?

*Brave Leadership* is the essential guide for leaders in today's ever-shifting world. Professional-actress-turned-leadership-educator Kimberly Davis shares the transformative tools she uses in her workshops to help thousands of leaders worldwide. Drawing from years of working with leaders of all experience levels and industries and the latest research in psychology, sociology, business and the arts, Davis bridges traditional business how-to with a personal-development approach to demystify what it takes to be the brave leader you were born to be.

Wherever you are in your leadership journey, if you aspire to be the best leader you can be, then *Brave Leadership* is for you.

## IN THIS SUMMARY, YOU WILL LEARN:

- Why focus, vulnerability, presence and connection are the keys to brave leadership.
- Tools to perform powerfully in a high-stakes environment.
- The difference between a goal and a Super Objective.
- To own your power and cultivate bravery.



by Kimberly Davis

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# THE COMPLETE SUMMARY: BRAVE LEADERSHIP

by Kimberly Davis

**The author:** Kimberly Davis shares her inspirational message of personal power, responsibility and impact with organizations across the country and teaches leadership programs worldwide. She also teaches Authentic Influence and Executive Presence for Southern Methodist University's Cox School of Business's Executive Education Program, and partners with SMU in teaching for the Bush Institute's Women's Initiative Fellowship program.

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## What Is Brave?

Leadership is not about title, position or power. A leader is someone people *want* to follow, not *have* to follow. They want to be there. They want to give their best. They choose it. They choose you. To be a brave leader, it's critical to ask yourself, "Do the people I need to follow me want to follow me?"

Brave is being your most confident, powerful and authentic self. Brave leadership is not reserved for a privileged few. You can be a great leader — a brave leader — if you choose to be.

Whether you're the CEO of your company or a team leader at work, school, family or community, you can lead bravely and have an impact.

Your unique path has set the foundation for who you are as a leader. It's how you leverage what you've learned from your past, how you act in the present, and how you shape your future that will determine your outcome.

Whatever leadership role you may hold, now or in the future, you are a person first. Who you are as a leader and how you behave as a leader is influenced by who you are and how you behave in life.

Everything you need to be a brave leader is already there. You simply need to get real about what you're doing that's working and what's not, learn how to make powerful and often minimal adjustments, and put them into action.

That is the work — to identify and leverage the unique qualities about you that make you special, while minimizing the ones that get in your way of being and bringing your most confident, powerful and authentic self to the world. It's something worth fighting for.

## A Whole New World

The leadership game has changed tremendously over the past 10 to 15 years, but few people talk about it and even fewer model the way. It's hard to find good role models at the precipice of a new era.

The rules of the past no longer apply. No longer can we compartmentalize who we are at work and who we are outside of work, because "who we are" — for real — shines through. And if who we really are doesn't connect with the people we lead, we can't get anything done.

In the past, work was much more predictable. There were clear systems in place — job descriptions and reporting structures — that made a leader's job fairly routine. A manager's job was to make sure that people did what they were told to do by the time they were told to get it done. Until recently, this command-and-control leadership would have given you the results you were after.

Industry experts believe that the average worker now changes jobs between 10 and 15 times in a lifetime. The workplace is more complex, uncertain and ambiguous than ever, the speed of business has increased exponentially and information channels have multiplied. Jobs require cognitive thinking and critical decision-making skills.

Command-and-control leadership is no longer effective in today's work environment as it repels top talent and retains the least confident, creative, productive and effective workers. If you want to be a brave leader, it's critical that you recognize that the kind of leadership that worked in the past is no longer effective with today's workforce.



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## Dealing with Real

Brave leaders deal with what's real at work, which means that they must deal with the real emotions in the workplace.

When people feel insecure and vulnerable, how are they showing up at your meetings? If half of the company has been laid off, are they going to speak out when they see a problem or disagree with someone?

When people feel afraid or worried about messing up or losing their job or looking foolish, are they going to risk more of themselves, or are they going to play it safe?

In today's business environment, what's really going on with the human beings inside our organizations?

People are tired of playing the game. Like an actor getting into costume, they put on their protective mask, emotional armor and cloak of perfection and head into the office each day with their hearts anesthetized, ready to survive.

The problem is, everything that can make our companies great is hidden behind those masks and that armor and those cloaks. Creativity, engagement, passion, commitment, excitement, loyalty, joy and trust are all activities of the heart. They come from caring and connection and are accessed through vulnerability. That's what's real. A brave leader is someone people want to follow, not have to follow. Want comes from the heart, not the head. You must be willing to deal with the real human emotions of the people you lead and connect to their hearts if you want results in today's work environment.

## Unlocking the Want

What can you do to ensure that everyone you lead wants to be led by you and will bring their best? There is no formula. To want is a personal choice. Every time, in every situation, what it's going to take to ensure someone wants to be led and be a part of what you're up to is going to be a little different — because every time you're going to have a different human being in front of you.

You can't fake want. Want is the center of commitment, loyalty, engagement, satisfaction, creativity, passion and joy. Want transforms deadlines into achievement, obstacles into adventures and colleagues into collaborators. Want unlocks the best that people have to give and fuels the results organizations need to deliver.

There's a lot of conversation out there about authenticity and the need for authenticity in the workplace. A useful definition of authenticity comes from Harvard Business School Professor and authentic leadership guru

Bill George. His definition of authenticity is “genuine, worthy of trust, reliable and believable.”

Who gets to decide if you're worthy of trust or if you're genuine? In the framework of leadership and influence, the people around you get to decide — your direct reports, your team, the people you lead, your boss, your colleagues and your suppliers. They get to decide if you're authentic. You do not. It requires that you pay attention to the fact that everyone around you has different needs. Whether or not someone wants is anchored in those individual needs.

To be the kind of leader that people *want* to follow instead of *have* to follow, it's critical to ask yourself, “What do they need from me to experience me as genuine, worthy of trust, reliance and belief?” ●

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## Barriers to Brave

### Disappearing Genius

Back in the 1960s, two educators named Dr. George Land and Dr. Beth Jarvis did some interesting research. NASA had come to them requesting a test that they could give to potential hires to measure creativity. Since no such test existed, Land and Jarvis successfully developed one. But when that project was completed, they wanted to learn more about where creativity came from, so they gave the same test that they developed for NASA to a group of 1,600 3-to-5-year-olds. The results were astonishing, as 98 percent of the children tested as having a genius level of creativity.

Fast-forward five years, and the good doctors once again gave the same test to the same group of kids, who were then 8 to 10 years old. The second time, only 30 percent of the children tested at the genius level for creativity.

Fast-forward again another five years. The kids were now 13 to 15 years old. The final time the kids were tested, how many do you think tested at the genius level? Only 12 percent.

Since the findings were so shocking, they decided to give the same test to more than a million grown-ups (over the age of 24; the average age was 31). Only 2 percent of grownups tested as creative geniuses.

Creativity is simply a form of unique expression in the world. If we want to be and bring our most confident, powerful and authentic selves to our leadership, we've got to figure out what's getting in the way of our ability to express our unique selves in the world.

We all learn to follow rules and master the expected ways of behavior to fit into the system that is society. No

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matter who we are, part of growing up is learning how to play the game. From the time we're young, our lives are filled with a cast of characters, all delivering their lines: "Sit still." "Keep your hands to yourself." "It's not talking time, it's listening time." "Inside voice, please."

The lines almost become boundaries for self-expression. We, unconsciously, shrink ourselves back to live within the lines, exchanging the desire to express our unique selves for comfort. But comfort zones can be lethal to leaders. When we live our lives within the walls we've constructed to keep perceived risk out, there is no room for creativity or powerful self-expression.

The problem isn't the lines. We all have lines. Some are real, and some are imagined. The problem is the focus of attention we give the lines that define our lives. It is impossible to be and bring our best if we are focused on the lines.

If you want to be a brave leader, it's critical to challenge your focus.

### Vulnerable You

If you look up the word "vulnerability," you can understand why we're not psyched to embrace it. The dictionary defines vulnerability as "capable or susceptible to being emotionally or physically wounded or open to attack or damage." Vulnerability expert Brené Brown defines it as "uncertainty, risk and emotional exposure." However you define it, vulnerability is scary stuff.

Yet vulnerability is both our biggest obstacle as human beings and our greatest source of power. It is the gateway to brave leadership.

We are physiologically designed to avoid vulnerability at all costs. As we take in the world around us with our five senses, the frontal cortex of our brain hastens to sort through the incoming information, maps it to our past experiences, our memories and the meanings we've made (both real and imagined), and kicks out data in the form of body sensations. These are clues. They're telling you that something's up — you've bumped into one of your lines.

When feeling vulnerable, we all have our own unique go-to strategies to protect ourselves. Whether you're in a high-stakes conversation with a recruiter, you're in a stressful situation with your boss or you're speaking in front of a group of a thousand people, when you feel vulnerable, you protect yourself.

Some of us do it by trying to hide and stay off the radar. Maybe you evade eye contact, slouch your shoulders, tilt your head downward or make your voice small — whispery or breathy. Maybe you stumble over your

words, ummming and aaaahhhhhing your way through a conversation or presentation. Maybe you use cynicism or sarcasm to keep people at a distance. Maybe you fold your arms in front of you like a shield. You might clasp your hands or put them in your pocket.

Some of us do it by overcompensating. Maybe you pace or talk fast or try to make everything perfect. Or maybe you use lots of amazing, extraordinary superlatives or talk louder or become more animated. Maybe you overcompensate by being forceful.

But vulnerability doesn't have to hold you back from being a confident and powerful leader. If you know how it affects you and take the right actions, it can be used to your advantage. If you want to be a brave leader, you must understand how vulnerability affects you physically, emotionally and mentally; examine your coping strategies; and ensure you navigate vulnerability constructively.

### Where Are You Really?

Whether you like it or not, if you're not present, you don't have presence. Being present seems nearly impossible. Our minds constantly tick off mile-long to-do lists while we put out fires, juggle work with family and do more with less. It's hard to take the time when it feels like there's no time. Yet, what is the price that we pay for not taking the time?

Employees say that if their leaders aren't present, they start to check out. They stop bringing their ideas. They stop sharing their challenges and their wins. They stop turning to their leaders for support. They stop caring — at least about their leader. When people sense that we're not invested in them, that they're not important enough, they stop investing in us. They take their talent elsewhere, or worse, they stay. As a leader, can you afford that?

If we need people to experience us as genuine, worthy of trust, reliable and believable — to want to follow — then we have to cut through the noise in our lives and be present with the people around us. ●

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## Pushing Through to Brave

### A Matter of Focus

In Moscow, at the turn of the century, a young man who was an actor, director and theater administrator became curious. As the son of one of the richest families in Russia, he had a keen sense for business that caused him to take notice. Why, he wondered, did some actors

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consistently attract huge audiences, while others did not? What were they doing differently?

With the heart of an actor, the eye of a detective and the mind of a businessman, he studied and questioned the Moscow Art Theatre performers he most admired, and married his observations with his personal experiences on stage, until slowly certain themes started to emerge.

Constantin Stanislavski discovered that the most powerful performances — the ones that drew the biggest crowds, the loudest applause, that kept the audience at the edge of their seats with bated breath — were by actors who did something different than all the others. Instead of being worried about what others thought about them, about trying to impress others or prove themselves, they instinctively understood how to focus their attention outside themselves to impact someone or something on the stage. No longer plagued by the vulnerability most people feel in such a high-stakes environment, these actors were free to perform powerfully. The by-product was thunderous applause and increased revenue for the theatre.

When you're at work, like an actor you are also on stage. People are always paying attention to your performance. You are in a vulnerable, high-stakes environment. Like actors, if you focus on yourself — how you're feeling, trying to prove and impress — your results will suffer.

What Stanislavski learned is that a powerful performance stems from connecting to the impact you want to have outside yourself, or what he calls your "Super Objective."

Unlike a goal, Stanislavski's concept of the Super Objective is tied to what drives you as an individual at your very core. It is your purposeful center. It is the birthplace for confidence, powerful action and extraordinary results. It is why you care in action. What is the impact you want to have on your employees, your team, your culture, your organization?

We think that focusing on goals is the answer to results, but goals are not enough. In our zeal to get the biggest reward quickly, we often sacrifice our values, relationships, health and best selves in the process. If you want to be a brave leader, it's critical to ensure that your goals are anchored in your Super Objective — the impact you want to have outside yourself — to ensure your actions are constructive and your achievements don't come at the sacrifice of your relationships, health, values and best self.

### Action From the Inside Out

Unlike a leadership philosophy, or the way many people think of principles, purpose and values, a Super Objective

lives in *action*. You cannot achieve a Super Objective without *doing something*.

Tom is a conscientious young manager. He works in an industry that has a great deal of diversity and has not only seen people being treated poorly for being different but has experienced it himself. He has done a great deal of self-reflection about his beliefs and values, and he's crafted his leadership philosophy to help guide him toward being the kind of leader he wants to be for his new team. "I believe in respect and dignity for all people," Tom writes.

This is a great philosophy. The only problem is that Tom can believe and believe and believe until the end of time, and it won't change anything.

In contrast, a Super Objective forces action. If we were to transfer Tom's philosophy into Super Objective language, it might read something like this: "I champion respect and dignity for all people." Tom can't champion from the sidelines.

If he's truly a champion for respect and dignity, it's going to require more from him. It's going to take looking for something to respect in people he doesn't like. It's going to take standing up to people who aren't treating others with respect. It's going to take bridging differences and listening and dialogue. To champion requires *action*.

A Super Objective puts you on an active path to be your most confident, powerful and authentic self. It doesn't make life easier; it makes you and your results better.

### For the Sake of What?

In 2008 Starbucks' stock was falling, and fast. CEO Howard Schultz had just returned after an eight-year absence and was under enormous pressure from the shareholders to turn things around.

Starbucks' comprehensive health coverage was under fire by one of their biggest investors, and he insisted that the timing was ideal to cut the \$250 million program. Other companies were doing it, so why shouldn't they? Surely it was justified.

Schultz responded with clarity. The essence of their brand, he explained, is humanity. Their culture was built around two primary benefits: providing health coverage and giving stock options to anyone who works over 20 hours a week. And Schultz held so firmly to those beliefs that he went so far as to say, "If you believe the financial crisis should change our principles and core purpose, perhaps you should sell your stock. I'm not building a stock. I'm trying to build an enduring company. We are a performance-driven organization, but we have to lead the company through the lens of humanity."

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*To build an enduring company steeped in humanity.* Some might call that a pretty powerful Super Objective. Howard Schultz brought unwavering clarity around what Starbucks stands for as an organization, and they've courageously held on to that pillar of truth in the face of some mighty winds. What if you were to bring clarity about what you stand for as an individual, and let that inform your actions? Do you know what you stand for?

### What's Your Intention?

If your Super Objective is the compass that directs you toward your best self, then Intentions are the road markers that keep you on your true path during all the crazy twists and turns you encounter on your journey. Your Super Objective is your strategic big picture — what you stand for as a leader — and your Intention is tactical. It's what you're going to do to achieve your Super Objective in the situations you face. Like the language we use for a Super Objective, Intentions are also active verbs — forcing deliberate, purposeful action.

Intentions keep us in check. They force us to think before we act. It can be incredibly difficult to stay mindful of what you stand for and how you'd like to show up in the world in the complex landscape that is our life at work.

Imagine you're a newly promoted director of sales who stands for "inspiring your people to greatness." What Intention (or action) should you take to inspire them to greatness when someone's not hitting their numbers? Do you threaten repercussions? Do you call them out during a team meeting? Would that inspire them to greatness? Probably not.

What actions could you take in the face of them not hitting their numbers, if you were truly about inspiring your people to greatness? Perhaps you could bridge their self-confidence by reminding them of past obstacles they've overcome. Or maybe you could share a personal story about a time when you weren't achieving your best and how you overcame that obstacle to succeed. Or is it possible that they don't have the resources they need to be successful? It's all about taking mindful constructive action that is in alignment with who you are as a leader.

Brave leaders choose their actions rather than operating on autopilot or reacting to the world around them.

### The Magic If

There's an acting technique called the Magic If. When creating a character for the stage, you have to consider everything that makes a person who they are and why they do what they do. You consider the given

circumstances. You do what is called a character analysis and explore the character's history, values, beliefs and physical characteristics. And you do all of this to come to a single basic question: Given everything you know about your character and the world they live in, what would you do if you were in these circumstances?

If, as an actor, you approach this critical question with any judgment at all, your performance is guaranteed to ring false, and all presence goes out the window. Without a doubt, the audience will find you phony and uninteresting. Instead, you simply have to relinquish any preconceived ideas you might have about anything or anyone, look at the given circumstances, put yourself in their shoes and move forward.

What if you could step into your boss's shoes and better understand the pressure she is experiencing and the fears that she has? What if you could step into the shoes of your direct report? What might he be balancing in his life? How does he feel about himself when you're around?

The definition of empathy is to understand and share another person's experiences and emotion. A leader who shows empathy makes it possible for people to feel safe to take risks and to challenge themselves to grow and improve. Empathy is the key that unlocks what others need from you to experience you as genuine, worthy of trust, reliable and believable. The Magic If is empathy in action.

### Own Your Power

The word power means many different things to people: strength, control, authority, title, fame, wealth, position and leader, to name a few.

A useful definition of power is "influence over others, the source of which resides in the person, instead of being vested by the position they hold." True power is your inherent ability to influence others.

Traditionally, most of us have thought of power as something outside ourselves to be gained — a title, a position, money or control — things requiring someone else's participation or permission. Looking outside ourselves for power only limits our ability to see how we're getting in our own way and thus the possibility of being as powerful as we can truly be. To be powerful in the world, we must first be powerful in ourselves.

This means we must know ourselves, which is easier said than done. You need to know yourself well enough to identify what you might be doing, consciously and unconsciously, to dissipate your own power.

- When we're in a stressful situation, we start to hold our breath and cut off oxygen to our brains. When

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you find yourself in a stressful situation, take low, slow breaths, and allow your brain to fully participate in the situation at hand.

- Tension blocks authentic expression. Identify where you carry tension in your body before you enter a situation, so you can first release it.
- How you physically carry yourself will impact how you feel. Be sure to carry yourself in an open, expansive posture, with your shoulders back, spine lengthened and head held high.
- Many of us hide our feelings and our true selves at work by putting on a mask. To be authentic, powerful and brave, you must be willing to take down your mask to give others permission to do the same. Only then can true connection occur.

## Connection Is the Game

Leadership is about connection. Either you actively connect to the hearts and minds of the people you lead so they want to follow, or you don't and they don't (follow, that is). Presence is irrelevant if you don't connect. Your results are simply a by-product of your ability to truly connect with the hearts and minds of others.

We work so hard to get it right. We agonize over our slides and polish our pitch. Points can be hit and arguments can be refuted, but the truth is, it doesn't matter how close to perfect we may come if we don't truly connect with the human beings in the room.

To lead, to have presence, to influence and to present powerfully, we've got to find a way to move past our need to be perfect and aim for something far more elusive yet critical. We must risk being *seen*. We must be vulnerable enough to be real. We must risk connection.

So what steps can you take to feel more connected to people at work?

**Take initiative.** If we're all waiting for someone else to go first, nobody is ever going to go.

**Be curious.** Learn to ask great questions and listen to answers, and your relationships will soar.

**Be present.** Even though you've got a million things going on, be willing to set your phone aside and bring your full attention to the conversation, even if it's for a brief amount of time.

**Listen for commonalities.** Commonalities give us a jumping-off point for richer conversations. We often have more in common than we think; we just need to be willing to stay curious long enough.

**Remove the mask.** Have the courage to take your mask off first to give the other person permission to do the same, so real connection is possible.

**Share personal stories.** Our personal stories are the investment we make to gain access to the hearts and minds of others — where connection lives.

**Connect like your life depends on it.** When someone takes the time to have a real conversation with you, don't take it for granted.

We can choose to connect. We just have to be brave enough to go first. ●

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## A Brave New World

### Own Your Mess

Guess what? You're human. You say and do stupid things at times — we all do. Mistakes in and of themselves aren't the issue. Yes, we hope that as we grow and learn and evolve that we'll become more mindful, make fewer mistakes, and that when we make them they're not as ugly.

But the key to being and bringing your best isn't only about making fewer mistakes, it's also about how you deal with what happens after you blow it. People are amazing creatures. They have an enormous capacity for forgiveness when someone has the courage to own their mess.

But if that same person leaves the mess for someone else to clean up, their memory is long. They may not tell you what you've done that fractured their trust and belief in you, but they have filed it away as evidence of who you really are. They'll hold back and play it safe or get the heck out of Dodge. If you care about results, you need a different outcome.

Know your triggers. Certain things cause us to become emotionally hijacked. Something happens that triggers us, and the feelings ignited are much bigger than the situation merits, typically causing a strong reaction that we regret.

But we don't have to be victims of our emotions. Find a way to stay curious about how you're feeling, and let that lead you to understanding instead of reaction.

Part of owning your mess is to see where you haven't acknowledged the hard work that people are investing all around you to make your life and your organization better. Pay attention to the amazing things going on — the days people come in early or leave late to finish big projects, the extra care and attention people bring to their work, the obstacles they have to overcome to help you. Say thank you to your direct reports, your boss, your contractors, your colleagues, your clients, your vendors, your family, your kid's teacher and your friends.

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People need to know that they're seen and that they matter. That is the greatest gift we can give each other, and it's one that will pay dividends for years to come.

### Cultivating Brave

Maya Angelou once said, "Do the best you can until you know better. Then when you know better, do better."

A commitment to mastery is critical to cultivate brave. You will never hit your bull's-eye every time. In order to achieve what you stand for as a leader, in all the crazy situations you find yourself, you will need an arsenal of Intentions. To be your best self, you'll have to take one mindful action after another, working diligently to get closer to your target every time, course correcting along the way and cleaning up your messes.

**Set healthy boundaries.** There are so many negative influences out in the world — negative, snarky posts and negative, snarky people. We cannot be and bring our most confident, powerful and authentic selves if we're focused on the negative. Set boundaries around what you watch, with whom you share your time and what influences you allow. Fiercely protect your mindset.

**Surround yourself with brave.** Brave doesn't happen in a vacuum. If you actively work on growing your brave, it's like a magnet to others who are working toward being their most confident, powerful and authentic self. Relationships begin with true connection. Instead of thinking about them in terms of what you can get, consider looking at them with the mindset of what you can give. Make genuine friendships rather than contacts. Be curious about people, listen as if the stakes are high and stay fully present. Create for yourself a brave community.

**Create your own process.** There is no single answer or system to be brave, as every person is unique. Learn and absorb as much as you can from a wide variety of teachers, leaders, writers, philosophers, psychologists, artists, scientists and other insightful people who share your day. Observe and test what works best for you.

**Take baby steps.** Huge accomplishments are simply a series of small steps. Focus on the single next step in front of you.

**Nurture and grow your whole self.** Exercise, eat healthy, sleep, take breaks — you are a person, not a machine. Machines are not brave.

**Make a positive impact.** Do something to make a positive impact. It will force you to get out of your head, to look beyond your own nose and to connect to other people. It is the key to cultivating brave.

If you dare to be your most confident, powerful and authentic self, anything is possible. And that kind of commitment makes you a special person. A leader in a world that so desperately needs people to step up and make a difference.

Some might even call you . . . Brave. ●

## The Brave Leadership Manifesto

**We believe** that our best lies in being more of who we really are, not less.

**We believe** that everyone has the ability to make a positive impact.

**We believe** that we are all far more powerful than we know and that true "power" comes from within, not from title or position.

**We believe** that being anchored in purpose gives us the presence we need to influence and helps us bring the courage to take risks.

**We believe** that mindful, constructive action is a worthy pursuit.

**We believe** that compassion and empathy matter — that embracing our humanity is crucial.

**We believe** that there is power in vulnerability.

**We believe** that we can always be better — that there is always something to learn and ways to grow.

**We believe** that real connection — as a leader, a presenter, a colleague, as a human being — is key to success.

And **we believe** that extraordinary results are simply a by-product of us showing up as authentically and powerfully as we can.

This is our definition of "Brave Leadership."

It's something worth fighting for.

Want to join the fight? ●

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**Summary: *The Inspiration Code* by Kristi Hedges.** Executive coach Kristi Hedges has used quantitative research and responses from leaders at all levels to discover what inspiring leaders do differently. She reveals that those who motivate us most do a few things routinely, consistently and intentionally.

**Webinar: *Redesign Work, Cultivate Human Potential, Achieve Extraordinary Outcomes* by Carol Sanford.** Leadership expert Carol Sanford sets the stage for what is now only dreamt of by most of today's forward-thinking leaders and paves the path to make it possible.