

LEADING WITH COURAGE: WORKBOOK



AWA O TE WAIORA

**Growth
Culture**

LEADERSHIP ACADEMY

SHOULD I HAVE THIS CONVERSATION?

Is this a good time to take a risk and pose a challenge?

What is the intensity of this need? Does it need to be handled now or can it wait?

Am I in the right frame of mind to say something or will I become too emotional?

Is this the time for my colleague to hear this? Can he/she hear this now? Or is his/her stress level so high it wouldn't be heard?

Do I have enough information (and accurate information) about this situation?

Do I prioritise this conversation before another one?

How high are the stakes for the different parties involved?

Is this a fight worth picking?

If I speak up, who or what else will this affect? What is the ripple effect?

Are the negative effects greater than the potential gains if I choose to speak out?

How important is it for the students or staff that I bring this up?

What would happen if I didn't have the conversation?

Have I thought through enough what the real problem is so I have it well articulated myself?

Has it come up before? Is it a pattern?

Can I support my colleague through the changes I would like to see made? Do I have a game plan in mind?

Have I tried to bring it up before and what was the response?

What am I trying to accomplish and if I speak up will it move me toward or away from that goal?

Can I say what I want to say and still project acceptance of this person?

Is the person doing something that is really bugging me because it is a pet peeve of mine/a style difference or is this something that needs to change because it is affecting students/staff/the school?

Do I model the correct behaviour I am looking for so after I say something I will know I am already walking my talk?

How do my beliefs guide me to think this way, and how might other beliefs alter my thinking?

Adapted from "Tempered Radicals" by Debra Meyerson.



PREPARE FOR A COURAGEOUS CONVERSATION

WHAT'S THE PROBLEM?



INTROSPECTION

EXTROSPECTION



WHAT IS THE DESIRED OUTCOME?



POSSIBLE REACTIONS



HAVING A COURAGEOUS CONVERSATION

ACKNOWLEDGEMENT

NAME THE ISSUE

I NOTICED....

STICK TO THE FACTS. AVOID JUDGEMENTS AND SPECULATION.

DESCRIBE YOUR FEELINGS

IF THIS IS RELEVANT OR APPROPRIATE

DESCRIBE WHAT YOU THINK OUGHT TO CHANGE / HOW THIS ISSUE COULD BE RESOLVED

CLEARLY AND SUCCINCTLY

VERBALISE AS YOUR PERSPECTIVE

INVITE THE OTHER PERSON'S PERSPECTIVE

THEN BE GENUINELY OPEN TO LEARNING FROM THIS

Key Things to Remember:

- Your job is to listen once you have shared your perspective.
- Don't keep talking to fill silence!
- The shorter and clearer your statements are, the sooner the person can process and give you more information that may help to resolve the issue.

Ownership
Accountability
Responsibility

Blame
Excuse
Denial