



BRAVING

THE SEVEN ELEMENTS OF TRUST

Boundaries | You respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say no.

Reliability | You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't over promise and are able to deliver on commitments and balance competing priorities.

Accountability | You own your mistakes, apologize, and make amends.

Vault | You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me any information about other people that should be confidential.

Integrity | You choose courage over comfort. You choose what is right over what is fun, fast, or easy. And you choose to practice your values rather than simply professing them.

Nonjudgment | I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.

Generosity | You extend the most generous interpretation possible to the intentions, words, and actions of others.



BRAVING TRUST

Exercise 1: Operationalizing BRAVING

Content covered on pages 224-233 of *Dare to Lead*.

BRAVING

Boundaries
Reliability
Accountability
Vault
Integrity
Nonjudgment
Generosity

Exercise Instructions: The goal of this exercise is to start using BRAVING as a way to operationalize trust.

Part 1:

- 01.** For each element of trust, have each member use a sticky note to rate on a scale from 1-4 how frequently your team delivers on the element (1= Rarely | 2= Sometimes | 3= Often | 4= Always)
- 02.** Use the Turn & Learn technique to share your answers.

Part 2:

- 01.** Get behavioral. We like to hang one poster for each of the seven elements of trust, and ask team members to write down one or two behaviors that support that element on sticky notes.
- 02.** Work together to identify one behavior that the entire team or group is willing to commit to for each element. In addition to trust-building, this is powerful container building and helps people develop shared language.



Daring Feedback

THE ENGAGED FEEDBACK CHECKLIST

I know that I'm ready to give feedback when ...

- I'm ready to sit next to you rather than across from you.
- I'm willing to put the problem in front of us rather than between us (or sliding it toward you).
- I'm ready to listen, ask questions, and accept that I may not fully understand the issue.
- I'm ready to acknowledge what you do well instead of picking apart your mistakes.
- I recognize your strengths and how you can use them to address your challenges.
- I can hold you accountable without shaming or blaming.
- I am open to owning my part.
- I can genuinely thank someone for their efforts rather than criticize them for their failings.
- I can talk about how resolving these challenges will lead to growth and opportunity.
- I can model the vulnerability and openness that I expect to see from you.



Exercise 3: Engaged Feedback Checklist

Content covered on pages 198-207 of Dare to Lead

Exercise Instructions: The goal of this exercise is to spend some dedicated time as a team talking about how, when, and why you give feedback. Have everyone open their book to the Engaged Feedback Checklist and start the discussion with this question:

01. Is this checklist helpful for our team/group?

02. If the checklist from the book is not a good fit, is it worth your time to develop your own feedback checklist?

03. What's working about how you all share feedback? What's not working?
