a call to courage

Dare to Lead™
Facilitated Workshop Overview

Courage is contagious. To scale daring leadership and build courage in teams and organisations, we must cultivate a culture in which brave work, tough conversations, and whole hearts are the expectation, and armour is not necessary or rewarded.

Brought to you by Lumminos and based on the research of Dr. Brené Brown, Dare to Lead™ is an empirically based courage-building program designed to be run in organisations by certified professional coaches and organisational development professionals.
Integrity is choosing courage over comfort;

It's choosing what's right over what's fun, fast, or easy; and it's practicing your values, not just professing them.
who is Brené Brown?

RESEARCHER. STORYTELLER.

Brené is a research professor at the University of Houston where she holds the Huffington Foundation – Brené Brown Endowed Chair at The Graduate College of Social Work. She has spent the past two decades studying courage, vulnerability, shame, and empathy, and most recently completed a seven-year study on courageous leadership. She is the author of five #1 New York Times bestsellers: The Gifts of Imperfection, Daring Greatly, Rising Strong, Braving the Wilderness, and Dare to Lead, which also debuted at #1 on The Wall Street Journal, Publisher’s Weekly list and South Africa’s Exclusives Books Bestseller list.

Her two TED Talks - The Power of Vulnerability and Listening to Shame - have over 40 million views and the first is rated the 4th most viewed clip on TED.

In April 2019, Netflix launched a global special feature entitled Brené Brown: A Call to Courage - watch it!

FURTHER INFORMATION IS ALSO AVAILABLE AT DARETOLEAD.BRENEBROWN.COM
Dare to Lead™

- WHY IS THIS WORK RELEVANT IN BUSINESS? -

be brave.

The number one trigger of shame for men and women in the workplace today is the fear of irrelevance.

Brené’s grounded theory research over 20 years gathering and analysing 400,000 pieces of data across global industries, countries and companies reveals that the number one trigger of shame for men and women in the workplace today is the fear of irrelevance. Do I have what it takes? Will I have a role to play in this new world of work where restructuring is the norm and terms are bandied about like AI (artificial intelligence), machine learning, biotechnology, new age banking, BEE, agile processing, the 4th industrial revolution, D-VUCA-D? What do these concepts really mean for me? These are some of the current, increasingly asked and often not voiced questions which make people feel uncertain, at risk and potentially emotionally exposed — the research’s very definition of vulnerability. We live and work in a vulnerable-making world.

VULNERABILITY IS THE FEELING WE ALL EXPERIENCE WHEN FACED WITH UNCERTAINTY, RISK AND EMOTIONAL EXPOSURE
The most significant finding from Brené’s latest research is that

Courage is a collection of four skill sets that are teachable, observable and measurable.

The Four Skill Sets of Courage

1. Rumbling with Vulnerability
2. Living into our Values
3. BRAVING Trust
4. Learning to Rise
In March 2019, Julia Kerr Henkel studied with Brené in Texas and is now one of three fully Certified Dare to Lead™ Facilitators on the African continent.

Founded in 2008, Julia runs Lumminos a full service coaching and organisational change consultancy which dares its clients to lead, live, love and parent with awareness, skill, compassion and humour. She is an ICF PCC-level coach, seasoned change and organisational development consultant and keynote speaker. Prior to starting Lumminos, Julia spent 4 years at Goldman Sachs London and was a director for 8 years at College Hill Investor Relations and Magna Carta, comms and reputation management agencies where she ran the client service account teams for clients Standard Bank, Microsoft, Anglovaal Industries, Massmart and Motorola.
lumminos
Pronounced: loo-me-noss | Verb: to light the way

DARING PEOPLE TO LEAD, LIVE, LEARN & LOVE

www.lumminos.co.za
IN WHAT CONTEXTS ARE COMPANIES APPLYING THIS WORK?

- As the first or early module in leadership and team development curriculums (in-house or Lumminos designed)

- Interventions with leadership exco’s, senior management and in-tact teams

- Organisation-wide culture development

- Project teams with specific mandates eg: Culture, Innovation, Disruption, FinTech and Change Management

- Diversity and Inclusion forums

- Teams needing to develop resilience ie: bounce back following organisational change fatigue, signs of burnout, poor interpersonal dynamics, low energy and slipping deadlines

- Skills development for new managers and team leaders

- Upskilling company’s internal coaches, mentors and Human Capital business partners

- Keynote inspirational address at conferences or staff engagement sessions

- Business school students eg: MBA participants, professional coaches and OD consultants

- One-to-one coaching

- Offsite residential retreats
FULL CURRICULUM PROCESS - 16+ HOURS

- Positioning of program with team leader for in-tact team or mixed group (90 min overview, Q&A, what to expect etc)

- Readiness interviews (team leader + approx 20-30% of team members to have 30-45 min interviews; key questions to assess as-is, psychological safety and cultural dynamics of group)

- 2-days full curriculum (16 hours)
  - All 4 courage building skill sets are unpacked in 11 key lessons (Rumbling with Vulnerability, Living into our Values, BRAVING Trust, Learning to Rise)
  - These training hours can be sliced and diced as follows:
    - 2-full days back to back
    - Series of 5 x weekly/bi-weekly gatherings (3 hours each)
    - Series of 4 x half days (4-5 hours)
    - Incorporated into an existing leadership program
  - All receive certification of training
  - Online evaluation

- Follow up #1 & 2 - one month & 3 months later
  - Team leader + 20-30% of team members interviews; key questions to assess shift in cultural dynamics in team
  - Suggestions for course correction and recap

- Those that complete the full curriculum also receive an approved badge to be used on their LinkedIn profiles highlighting they have been Dare to Lead Trained in the 4 skill sets (this is not the same as being DtL ‘certified’).
One-Day Masterclass
8 hours

UNPACKING THE CORE CONCEPTS OF THE RESEARCH AND APPLICATION IN BUSINESS

- Positioning of program with team leader for in-tact team or mixed group (90 min overview, Q&A, what to expect etc)

- Readiness interviews (team leader + approx 20-30% of team members to have 30-45 min interviews; key questions to assess as-is, psychological safety and cultural dynamics of group)

- First 6 of the total 11 curriculum lessons
  - The heart of daring leadership
    - Relevance of this research in today’s world
    - Brave leaders and courage cultures
    - Why its necessary for creativity, innovation, smart risk taking, resilience, accountability, courage and connection
  - The call to courage — hearing and answering it
  - Rumbling with Vulnerability
    - What is it and is not
    - Debunking the myths
    - The arena — stepping in and identifying the seat holders in your arena
  - Shame — how it shows up at work, shame shields and building shame resilience
  - Empathy and the 6 big empathic misses
  - Armoured leadership — how to spot it in self, others and dare to take it off
  - Positioning of the other 3 courage building skill sets which form part of the full curriculum (ie: Living into our Values, BRAVING Trust, Learning to Rise Strong)
  - Invitation to answer your own call to courage

- Follow up post 1-day to assess shift
Half Day Introduction
4 hours

High Level Introduction to the Research

- The heart of daring leadership
  - Relevance of this research in today’s world
  - Brave leaders and courage cultures
  - Why it’s necessary for creativity, innovation, smart risk taking, resilience, accountability, courage and connection

- The call to courage

- Introduction to the 4 courage building skill sets

“The greatest barrier to courageous leadership is not fear - it’s armour”

Brené Brown
Keynotes
1½ - 2 hours

HIGH LEVEL INTRODUCTION TO THE RESEARCH

- 60-90 min inspirational and interactive talk positioning the research and relevance in the workplace
- Best followed with table/group interaction, discussion around how relevant and best could this be applied in your workplace, Q&A and networking (3 hours works best)

Courage is contagious.

BRAVE WORK. TOUGH CONVERSATIONS. WHOLE HEARTS.
Series of Gatherings

FIVE WEEKLY SERIES - 3 HOURS EACH GATHERING

- Full 16-hour curriculum and 11 lessons
- Lessons split across five meetings of 3 hours in length; every week or bi-weekly
- Can incorporate a book-club reading review of the book at the same time

OR

FOUR HALF DAYS - 4 HOURS EACH GATHERING

- Full 16-hour curriculum and 11 lessons
- Lessons split across 4 meetings of 4 hours in length; every week or bi-weekly
- Can incorporate a book-club reading review of the book at the same time
Weekend Retreats

2½ - 3 DAYS

- Immersion and out-of-town experiences
- Bush break or inner-city urban retreat locations
- For professional teams and groups and/or private individuals
- Full curriculum

BRAVE WORK. TOUGH CONVERSATIONS. WHOLE HEARTS.
The Dare to Lead™ Curriculum can be segmented and introduced as part of any existing program, serving the purpose of being both the primer and base coat for any project, learning, leadership team initiative as the work names and pre-empts the behaviours which will no doubt emerge in the rollout and the skills and techniques needed to deal these when (not if) they show up — ensuring greater chances of stickiness and overall success.

There are pro’s and con’s to having mixed groups or in-tact teams in a room — the best approach will be agreed with you, the team leader and or human capital business partners.

All options offer a blend of learning styles — keynote, teach pieces, interactive workshops, reflection and activities. The Dare to Lead full curriculum combines videos, in-person facilitation, and exercises.

The objective is to create a safe, inspiring, humour-filled and yet challenging environment for all who participate — we’re talking about being brave here people!

All full day options include training workbooks, support materials, viewing of Brené Brown video footage not available to the public, online evaluation and certification of training.

Those that complete the full 16-hour curriculum also receive an approved badge to be used on their LinkedIn profiles highlighting they have been Dare to Lead Trained in the 4 skill sets (this is not the same as being DtL ‘certified’).

If co-facilitation is required in a group/team session, at least one of these facilitators needs to be a Certified Dare to Lead™ Facilitator.
Julia Kerr Henkel

MANAGING DIRECTOR OF LUMMINOS | CERTIFIED DARE TO LEAD™ FACILITATOR | ICF-PCC COACH

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