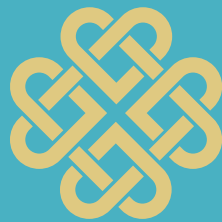


PETER BREGMAN

LEADING
WITH
EMOTIONAL
COURAGE



HOW TO HAVE HARD CONVERSATIONS,
CREATE ACCOUNTABILITY, AND INSPIRE ACTION
ON YOUR MOST IMPORTANT WORK

CEOs and Business Leaders

Leading with Emotional Courage is a trailblazing idea, inspirational manifesto and eminently achievable manual. Peter Bregman's central idea, "if you can feel everything, you can do anything," instantly became my motto for forging more productive and rewarding relationships in every aspect of my life. It's ingenious, it's intuitive, and it works.

**Jeffrey Seller, Four time Tony Award
winning producer of *Hamilton, Rent,
Avenue Q, In the Heights.***

Leading with Emotional Courage is a terrific guide that explains why and how we need to look inward before we can drive leadership forward. It will also help you connect on a deeper level with those around you—an absolute necessity if you want to get your most important work done.

James A. Forese, President, Citigroup

Peter is a master storyteller who offers compelling and important takeaways that really do make a difference. The principles in this book are the ones I believe in, and they are aligned with those that helped me and my tribe build a culture that resulted in a 93% employee engagement level at WD-40 Company.

**Garry Ridge – CEO WD-40 Company & coauthor
with Ken Blanchard – *Helping People Win at Work***

We must see ourselves 'life size,' as Peter Drucker instructed. *Leading with Emotional Courage* is a leader's blueprint to do so.

**Frances Hesselbein, Chairman, The Frances
Hesselbein Leadership Forum, Former CEO
of the Girl Scouts, and Presidential
Medal of Freedom recipient**

Becoming a Values-based leader requires you to first be capable of leading yourself. Peter does a fantastic job of demonstrating why emotional courage is absolutely key to your personal leadership journey. I learned a lot by reading Peter's book.

Harry Kraemer, Jr, Professor, Northwestern Kellogg School of Mgmt; Former Chairman and CEO, BAXTER International

After reading this book, you will want to share it with your colleagues, your kids, and others in your life. Peter is a master at drawing readers in with self-evaluation, compelling stories, and concrete take-aways. This book will stay on my bookshelf as a reference.

Asheesh Advani, CEO, JA (Junior Achievement) Worldwide

Leading with Emotional Courage is good for business, good for people, and good for the planet. Bregman's book offers the communications tools environmentalists and other nonprofit leaders need to transform tough conversations into progress and action.

Mark R. Tercek, President and CEO of The Nature Conservancy

Leading with Emotional Courage brilliantly identifies the often unnoticed emotional undercurrents of high-stakes business situations and the dynamics of everyday interactions. By making conscious the unconscious, this book offers us control over our own decisions and actions, asking us to open our minds and be curious when emotions are provoked. It has helped me personally to turn some of my most counter-productive reactions into questions. With practical, real-life examples and bite-sized nuggets of information, this book is relevant to everyone, not just ultra-senior leadership.

Michael Thatcher, CEO, Charity Navigator

At the end of the day, Peter gives useful tools for people to own their unique strength and power to be bold leaders in the board room and at the kitchen table

Randall Tucker, Mastercard Chief Inclusion Officer.

Emotional Courage is the foundation for inspirational and effective leadership. Peter Bregman's groundbreaking and timely book, *Leading with Emotional Courage*, does not merely inspire action, it cultivates it. Through concrete and actionable how-to's and compelling stories, this book will change the way you make decisions, how you speak in a boardroom, and actually how you feel at the end of each day. *Leading with Emotional Courage* is right on target and surprisingly different than anything out there. I feel like I've been waiting for this book for a long time!

**James M. Citrin, Leader, Spencer Stuart CEO
Practice, Author, *You're in Charge, Now What?***

Authors and Thought Leaders

This is a brave and generous book about being brave and generous. Emotional courage isn't about getting what we want, it's about serving others. Peter Bregman is sharing useful magic here.

Seth Godin, author of *Linchpin*

Emotional courage is the courage to *feel*. It's what stands between us and the difficult things we must do as leaders. Emotional courage grows stronger when you practice it—by taking a risk, making a decision, or otherwise following through when you may not be comfortable doing so. It's about getting out of your own way and having the emotional freedom to *act*. Want to know more? Then follow through and read this book!

Ken Blanchard, coauthor of *The New One Minute Manager*® and *Servant Leadership in Action*

Peter's concept of Emotional Courage is a game-changer. It isn't just another theory about productivity or leadership—it's a truth you can feel. It affects every aspect of your leadership and every relationship in your life. The beauty of this book is that it helps you actually strengthen those critical mental-emotional muscles and will make even the most successful leaders better.

**Marshall Goldsmith – The author of the #1
New York Times bestseller *Triggers***

Leading with Emotional Courage tackles a tough subject that isn't much talked about in the business world: the hard emotions that we all experience. If you courageously adopt the advice in this breakthrough book, you can begin the tough conversations that lead to real change, build more trusting relationships, and perhaps even become an inspiration to others.

Daniel H. Pink, author of *WHEN and DRIVE*

Want to learn how to brave the fears associated with difficult interpersonal exchanges on the job and elsewhere? *Leading with Emotional Courage*, brimming with applicable insights and lessons, is definitely the book for you.

**Robert B. Cialdini, author of *Influence
and Pre-Suasion***

Change begins from within; so does leadership. Bregman's insights help leaders gain personal confidence so that they can approach others with a clear purpose and bold, courageous actions. This marvelous book lets me feel like Peter is sitting next to me, coaching me how to be more effective. The insights resonate, the assessments inform, and the stories inspire.

**Dave Ulrich, Rensis Likert Professor, Ross School
of Business, University of Michigan
Partner, The RBL Group**

It's incredibly refreshing to get this sort of wise and kind advice from someone who specializes in helping leaders get "massive traction". Most voices you'd hear today urging "massive traction" would speak fast, hard, unrelenting exhortations couched in inspirational illustrations of super-human performance. As human-centered-designers, we at the Life Design Lab at Stanford aren't too keen on those driven voices. We're looking to help people be more human – not super-human, which is a very different, and frankly in-human, thing. Peter Bregman has a different voice. What other "massive traction-getting" coaches will suggest that compassion is a critical foundation of self-confidence or that you need to master irrelevancy if you're going to succeed (and better do so well before retirement)? I've been assigning students to read Peter's contrary ideas for years and I recommend this book to you. I finally got to share coffee with him face-to-face and had one of the best first dates of all time. Pull up a chair with this book and share a coffee with Peter. You'll have a lovely time and be better for it.

Dave Evans, Co-Founder, Stanford Life Design Lab, Co-author, NYT #1 Bestseller, *Designing Your Life*, early Apple, co-founder Electronic Arts

Emotional courage is the superpower of the 21st Century! We live in a world where it is far easier to avoid our feelings than it is to feel them. As such, emotional courage is becoming rare at the same time that it is increasingly valuable. The people who cultivate emotional courage—who are confident, connected, and committed to their purpose—will thrive. *Leading with Emotional Courage* is an accessible action plan for breaking through the emotional barriers that prevent people from doing what they want to do.

Christine Carter, PhD, Author of *The Sweet Spot: How to Accomplish More by Doing Less and Raising Happiness*

Engaging and relevant, Peter Bregman's *Leading with Emotional Courage* provides a clear and practical framework to follow when facing emotionally-charged situations. He challenges us to face our fears and stand strong by offering both principles and skills that teach us how to confidently act before being acted upon. A superb read!

**Stephen M. R. Covey, *The New York Times* and
1 *Wall Street Journal* bestselling author of *The Speed
of Trust* and coauthor of *Smart Trust***

Leading without courage is not really leading at all. Bregman presents a compelling argument for the power of embracing difficult emotions.

Cal Newport, author of *Deep Work*

Leading with Emotional Courage is about putting your whole self into something. About embracing your fears, expressing your passions, showing your vulnerabilities, and engaging fully with others. It's a book that you do not simply read. Instead, you experience it. It's full of pathos and compassion, enlightenment and practicality. It's like conversing with your best friend. You come away feeling refreshed, entertained, and wiser. Peter Bregman is a master storyteller, and he enlivens his sage counsel with scores of personal tales, joyfully told, each containing simple wisdom and hard truths. There are lots of how-to-do books on the market. *Leading with Emotional Courage* isn't one of them. It's a how-to-be book, and I guarantee you that you'll want to be more like the person Peter describes once you've experienced this book. I highly recommend it.

**Jim Kouzes, coauthor of the bestselling
The Leadership Challenge and the Dean's Executive
Fellow of Leadership, Leavey School of Business,
Santa Clara University**

There's a line between the domineering, overbearing management style of decades past—less effective because it's tone deaf to people—and an increasingly self-aware and people-oriented leadership style that can be less effective if it's too wimpy to get the job done. Bregman offers a thoughtful guide to finding and walking that sometimes elusive line. *Leading with Emotional Courage* offers manageable, bite-sized insights into thought and behavior changes that can help any leader be empathetic enough to honor our shared humanity but still courageous enough to make the tough decisions and initiate the hard conversations essential to a thriving workplace.

Whitney Johnson, Thinkers50 Leading Management Thinker, Critically-acclaimed author of *Disrupt Yourself*

Peter Bregman gives nuanced advice on how we can navigate the complex landscape of our emotional life—to become better leaders, (and better human beings), by being more connected to ourselves and others.

Tal Ben-Shahar, author of *The Joy of Leadership*

To be effective, leaders must move the heart, starting with their own. Bregman brilliantly highlights the often overlooked, but critical aspect of leadership – the courage to feel. Read this book to tap into the power of emotion and unleash your and your team's true potential.

Sanyin Siang, author of *The Launch Book*; Executive Director, Duke University Fuqua/Coach K Center on Leadership & Ethics

Emotional Courage is a wonderful reminder that if you are willing to feel everything you can do anything. The book, laced with Bregman's own courageous honesty and openness, will help you build your confidence, bring out the best in others, and summon the emotional courage you need to succeed as a leader.

Liz Wiseman, New York Times bestselling author of *Multipliers and Rookie Smarts*

In *Leading with Emotional Courage*, Peter Bregman provides us with a novel roadmap for how to embrace, rather than avoid, difficult emotions and, in so doing, live more fulfilling lives. The book is deeply insightful, a pleasure to read, and an indispensable guide for making discomfort and conflict a trusted ally and friend.

Andy Molinsky, Ph.D., author of *Reach and Global Dexterity*

Government and Military Leaders

Cowardice, as characterized by excessive self-interest, has become pervasive across our society. Peter Bregman has given us the tools to be emotionally courageous. As leaders we want to have tough conversations that benefit our organizations, and *Leading with Emotional Courage* shows us the way. Readers will emerge from *Leading with Emotional Courage* with renewed enthusiasm for the day to day challenges of leading. Peter Bregman's book promises to free a huge cohort of leaders from the anxieties that get in the way of doing what's right, instead of what's easy. Choosing the harder right over the easy wrong is one of the "Holy Grails" of leader development—and in *Leading with Emotional Courage*, Peter Bregman has captured that prize. Finally, a book to inspire those of us who lead through the conflict inherent to organizations.

Thomas A. Kolditz, PhD, Brigadier General, US Army (ret), Professor Emeritus, US Military Academy, West Point, Director, Ann & John Doerr Institute for New Leaders, Rice University

Leading with Emotional Courage is a great guide for practitioners who want to heighten their ability to influence others effectively. The book clearly identifies four elements associated with exhibiting emotional courage and provides tangible exercises in service of strengthening one's competence in a given area. I recommend this book to anyone who is committed to becoming a better leader!

**Bernie Banks, Brigadier General, US Army (ret),
Associate Dean of Leadership Development,
Northwestern University's Kellogg
School of Management**

Peter has spoken with such candor of the interior conversations we use to magnify or sabotage our leadership moments. It's like having a workable path, where you are taught to watch yourself and learn to lead. Take this path; you'll be larger for it.

**Charlotte Beers, Former CEO Ogilvy, Former
Undersecretary of State**

What a lovely mix of personal and professional anecdotes and straight talk about the importance of taking emotions – yours and your colleagues – into account in the task of leading an organization. As Bregman's book so eloquently explains, as long as organizations are composed of humans and not robots, the fundamental challenge of corporate leadership is to get a diverse group of highly emotional creatures to work together effectively – which requires that leaders confront, head on, the need of everyone in the organization to have a sense of common purpose and connectedness. As leaders, we need the emotional courage to engage with our colleagues where they live, where the desire for affirmation and the fear of failure are constantly in play. I am grateful to Peter for writing this book.

**Jim Milstein, Founder, Chairman, and Chief
Executive Officer of Millstein & Co., Former Chief
Restructuring Officer at the U.S. Department of
the Treasury**

Emotional courage is critical to getting anything important done. And Bregman's book is the essential primer to developing it. If you lead – or aspire to lead – read this book. The world needs more people with emotional courage.

Mark Sanford, Unites States Congressman

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COURAGE

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WILEY

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WHY YOU SHOULD READ THIS BOOK

Think of a hard conversation you know you should have with someone that you haven't initiated. Do you have one in mind?

Now, consider why you haven't had the conversation.

Is it because you don't know what you want to say? I'm betting you know exactly what you want to say. Is it because you haven't had the opportunity to say it? I'm guessing you've already missed a few ripe opportunities to raise this uncomfortable issue. Is it because you don't know *how* to say it? I'm sure you're struggling with finding the perfect words. But why do you need perfect words? Adequate words should be enough.

So, why haven't you had the conversation?

Because it's scary.

As you think about it, your heart rate quickens, your adrenaline flows, your sweat rises to the surface. What if they lash back or get defensive or blame you? What if they simply stare at you and go all passive-aggressive? What if they get meaner afterwards? What if they gossip about you to others? Or maybe you're afraid of your own response. What if *you* lose control and fly into a rage and do things you will regret later?

That would be uncomfortable (to say the least). You would have to feel things that you don't want to feel.

And *that*, it turns out, is what holds you back.

What's hard – what actually derails us from acting powerfully in our lives, in our relationships, at work, in the world – is discomfort. The *discomfort* of follow-through.

On the surface, it seems like the key to follow-through is the courage to act. And it is. But what underlies the courage to act?

The courage to feel. Emotional courage. And that is what this book will help you develop.

If You Are Willing to Feel Everything, You Can Do Anything.

Any gap you have in emotional courage limits your freedom to act. When you avoid feeling, it's a huge drain on your productivity and your organizational outcomes.

I know this because my company, Bregman Partners, helps leaders and teams work more effectively together to get massive traction on their most important work. Our focus is on strategy execution – getting difficult things done – and our coaches help people move through the blocks and obstacles that prevent them from contributing their maximum potential.

Over time, we have seen just about every obstacle imaginable – people coming up against silos, politics, culture, clients, the marketplace, and more.

But, far and away the biggest block to contributing their maximum potential is invariably self-imposed – underdeveloped emotional courage – their resistance to following through on uncomfortable actions. If they don't follow through – if they don't have that hard conversation – then they won't have to feel the hard feelings. So they don't follow through.

Take Brad,¹ for example, CEO of a financial services firm. He was managing a difficult turnaround of his sales organization and had decided that he needed to fire his head of sales, who was a nice guy but who wasn't performing. Three months later, he still hadn't fired him. I asked him why. His answer? "I'm a wimp!"

¹Throughout the book, company and individual's names and some details may have been changed.

No, he's not a wimp. He's a normal human being. Like you, like me. And he is stuck. Just as, at times, you and I are.

More than anything, our collective lack of emotional courage – our unwillingness to feel the hard feelings that arise when we follow through on difficult tasks – is what prevents us and our teams from moving forward.

The opposite is also true (and very exciting). If you are willing to feel everything, you can get massive traction on your most important work, and your organization can achieve great things in the world. You can close the gap between strategy and execution.

That is why I wrote this book. And it's why you should read it.

This book will help you grow your emotional courage. And growing your emotional courage is at the root of all your success. It will enable you to have hard conversations, create accountability, and inspire action on your most important work.

That's a bold statement. What makes me think I can make it?

I designed a leadership training to improve people's ability to act – individually and together – by increasing their willingness to feel. Although participants' hopes and goals varied, I'm sure they will feel familiar to you:

“I want to inspire others to follow me.”

“I want to communicate with more impact.”

“I don't want to shrink from or avoid conflict.”

“I want to take more risks.”

“I want to follow through on my ideas.”

“I don't want to get so defensive when I, or my ideas, are criticized.”

“I want more confidence.”

“I want to continue to be successful but without all the anxiety.”

“I want people to respect me, trust me, follow my lead, and follow through.”

“I want our team to work more effectively together.”

No matter your age, your role, your position, your title, your profession, your status, your team, don't you want these things too?

Here's how I know that growing your emotional courage is the path:

Eight months after they attended our program, we surveyed participants about the lasting impact. With no interim intervention from us, they experienced increased effectiveness in *all* categories we measured, including:

- Raising hard-to-talk-about issues in a way that initiates important conversations.
- Taking risks that could lead to new possibilities.
- Connecting with people in a way that inspires their commitment.
- Staying grounded in the face of success, failure, or uncertainty.
- Communicating skillfully in the presence of strong emotions.
- Driving the most critical business results.
- Overall leadership effectiveness.

Then they told us that developing their emotional courage had other positive effects on their leadership and their lives:

- Created lasting relationships they could count on.
- Increased their ability to act when they were at their edge.
- Increased their confidence in critical leadership moments.
- Uncovered their unique blind spots and helped them remove those blind spots as obstacles to their success.
- Increased their effectiveness in the face of uncertainty and ambiguity.
- Increased their courage to act.
- Increased their ability to have difficult conversations with productive outcomes.
- Stimulated them to stop procrastinating on important leadership actions.
- Had a positive impact on their career.
- Had a positive impact on their business results.

- Increased their ability to change their behavior.
- Had a lasting impact on their leadership.

You can have these things too. Emotional courage is not a talent that some people are born with and others aren't. It is entirely developable. We all feel things deeply. In fact, that's why we let feelings stop us – we have learned, through experience, that some feelings – shame, embarrassment, rejection, to name a few – are painful. And so we do our best to shut those feelings down, mostly by restricting our behavior so that we don't do things that might invite those feelings. But that strategy is flawed: It makes us much less powerful in the world.

Here's the good news: You had emotional courage when you were younger and you can have it again. It's a coming home, really. And what I have learned from our leadership work is that emotional courage is not just an idea, it's a muscle. And, like all muscles, it grows with exercise. Each time you follow through on a task you might be avoiding, you are working your emotional courage muscle, building it, helping it grow stronger.

Every time you choose to initiate a difficult conversation, you are developing your emotional courage. Every time you take a risk, make a decision, or influence others, you are growing your emotional courage. Even something as seemingly simple as hearing someone's opposing viewpoint or criticism of you without getting defensive – in other words, even listening – that's increasing your emotional courage.

With enough practice, emotional courage will be second nature and, though some things will still feel daunting, many will be less so, and you will have the courage to feel whatever it is you need to feel in order to move ahead.

HOW TO HAVE HARD CONVERSATIONS, CREATE ACCOUNTABILITY, AND INSPIRE ACTION ON YOUR MOST IMPORTANT WORK

To get your most important work done you have to have hard conversations, create accountability, and inspire action. In order to do

that, you need to show up powerfully and magnetically in a way that attracts people to trust you and follow you and commit to putting 100% of their effort into a larger purpose, something bigger than all of you. You need to care about others, and connect with them in a way that they feel your care. You need to speak persuasively – in a way that’s clear, direct, honest, and reflects your care – while listening with openness, compassion, and love. Even when being challenged. And, of course, you need to follow through – taking brave action to make what’s in your head a reality in the world.

In 25 years of working with leaders to do all the above, I have found a pattern, illustrated in Figure I.1. Four essential elements that all great leaders demonstrate. Four ways of showing up that predictably rally people to accomplish what’s important to them:

1. You need to be confident in yourself.
2. You need to be connected with others.
3. You need to be committed to a purpose.
4. You need to act with emotional courage.

Most of us are great at only one of the four. Maybe two. But to be a powerful presence – to inspire action – you need to excel at *all four simultaneously*.

If you’re confident in yourself, but disconnected from others, everything will be about you and you’ll alienate the people around you. If you’re connected to others, but lack confidence in yourself, you will betray your own needs and perspectives in order to please

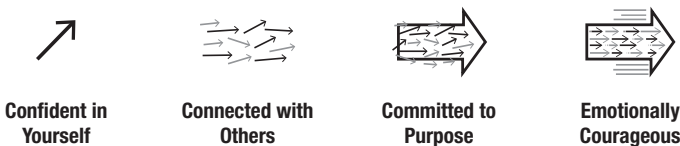


Figure I.1 Four essential elements that all great leaders demonstrate.

everyone else. If you're not committed to a purpose, something bigger than yourself and others, you'll lose the respect of those around you as you act aimlessly, failing to make an impact on what matters most. And if you fail to act, powerfully, decisively, and boldly – with emotional courage – your ideas will remain in your head and your goals will remain unfulfilled fantasies.

Consider the following three people who attended our leadership training:

1. Frank, the president of a financial services firm, was thoughtful, aware, and intentional about what he did, why he did it, and how he wanted to impact those around him. He set good boundaries, knew what he needed, and didn't hesitate to speak up for himself. But he wasn't getting the traction he hoped for. The problem was that he often alienated the people around him who, in his view, didn't understand him. When he felt misunderstood, he tried to explain himself, which, to his confusion, annoyed people even more. He knew he wasn't getting the best out of the people around him – they were underperforming – but he wasn't sure what would motivate them or how to do it.
2. Shelly was a well-loved entrepreneur who always took great care of her clients, her employees, and her family. She felt good about her success with other people – she knew how to keep people happy – and they certainly felt great about her. But her company was stalled and she felt exhausted and anxious. Shelly had a sense that something was missing in her life, but wasn't even sure what that meant or what she needed. And she was afraid to make too many changes lest they disrupt the people around her whose needs she prioritized. Shelly was connected to everyone else, and she was willing to give up on herself and even her company – in order to meet their needs.
3. Sanjay was a powerhouse. A turnaround leader. He was the person a company called in when they needed change. He set

high expectations, articulated them clearly, and pursued them with abandon. He was decisive, visionary. He told it like it was. The problem Sanjay faced was that people often failed to deliver to his high expectations. And he just didn't understand why. So he got to the office even earlier, stayed later, created more defined plans, and put more pressure on his employees. None of it helped and he found himself increasingly frustrated and annoyed by their inability to produce. His family complained about how absent he was. His employees complained that he didn't listen to them. Even he felt something was off – he didn't feel good – but he couldn't put his finger on it. So he just focused on the end goal and kept pushing.

Frank, Shelly, and Sanjay each have one element of the four elements. Frank was confident in himself, Shelly was connected to everyone else, and Sanjay was committed to a purpose that was bigger than both himself and others.

And, in key areas, all three of them were missing elements, including the critical fourth element – emotional courage. Frank did not have the courage to be vulnerable to the needs and concerns of others, Shelly was not willing to ask for help, and Sanjay kept himself safe by devoting himself fully to – and hiding behind – his work, avoiding himself and others in the process.

It was costing all of them – personally and professionally. They were frustrated when they could have been joyful, tired when they could have been energized. Their employees were less productive, less inspired, and less collaborative than they could be and than they wanted to be. And the larger purpose of their hard work had stalled.

Maybe you recognize some of these challenges in yourself? Perhaps you are confident and clear but struggle to connect with others? Maybe you give yourself up to please the people around you? Perhaps you throw yourself into work and you neglect yourself and everyone around you? Maybe you hold yourself back in all these areas, hesitant to take risks that might backfire?

That's why emotional courage is so important.

Emotional courage amplifies your power in each of the first three areas. When you are willing to feel, you are willing to act, to take risks. It's a risk to be confident, to believe in yourself. A risk to be open to others. A risk to commit to something bigger than yourself. Confidence, connection, and commitment require that you be communicative, vulnerable, and honest. You will feel exposed. You may be hurt. When you risk your devotion, your reputation, you will face uncertainty, rejection, failure, and insecurity (among other things). You're making a bet – on yourself, on others, on a purpose – and that bet may not play out in your favor. It's a risk. And that's scary.

But if you want to accomplish anything worthwhile, that's a bet you need to make. Those are feelings you'll have to feel.

The skills to have hard conversations, create accountability, and inspire action on your most important work are in this book. Chapter by chapter you will build your confidence, connect with others, deepen your commitment to something bigger than yourself, and hone your emotional courage.

The book is broken into four sections, corresponding to the four elements. Each section has two parts and each part has six short chapters. Part One of each section is about charging and strengthening your power in that particular element and Part Two is about unleashing that power in the world.



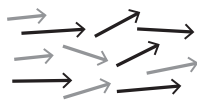
Build Your Confidence

- Know Who You Are
- Become Who You
Want To Be

Figure I.2 Building confidence creates your foundation.

Element One: Build Your Confidence. You will often hear people say that it's important to be confident, but that's easier said than done. This section will help you *do* it.

- Part One, Know Who You Are, will guide you to find your ground and stand powerfully in who you are.
- Part Two, Become Who You Want to Be, will help you step forward, into the future, to become the person you have the potential to be. (See Figure I.2.)



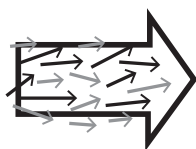
Connect with Others

- Be Curious and Trusting
- Be Clear and Trustworthy

Figure I.3 Success depends on connecting with others.

Element Two: Connect with Others. Your success in generating alignment and creating collective action is based in your ability to develop relationships with others. This section specifically supports your building deep, trusting relationships you can rely on, and helps you have hard conversations that develop allegiance to you and your larger purpose.

- Part One, Be Curious and Trusting, will guide you to show up with interest and openness to others which, perhaps counterintuitively, is precisely what will create the space for others to be receptive and stay open to you, your thoughts, and your ideas.
- Part Two, Be Clear and Trustworthy, offers very practical direction about what to do and say, and even how to do and say it, so that you come across with clarity and trustworthiness, communicate skillfully even when it's hard, and show up to others in a way that elicits their respect. (See Figure I.3.)



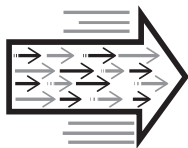
Commit to Purpose

- Energize Your Focus
- Focus Their Energy

Figure I.4 Achieving a common purpose requires focus.

Element Three: Commit to Purpose. Inspiring people to act together requires a shared focus that supersedes any one person's individual interests. This section specifically addresses the challenge of generating accountability and inspiring action toward a common purpose.

- Part One, *Energize Your Focus*, is about connecting with what you care most about, and establishing a clear, powerful, compelling focus toward a larger purpose.
- Part Two, *Focus Their Energy*, will help you channel the energy of the key people around you, so that they understand, buy-in, follow-through, and contribute passionately to your larger purpose. (See Figure I.4.)



Cultivate Emotional Courage

- Feel Courageously
- Act Boldly

Figure I.5 Emotional courage feeds – and draws on – confidence, connections, and commitment.

Element Four: Cultivate Emotional Courage. This section is about taking your emotional courage to the next level. Step-by-step you will hone your ability to take risks and follow through on the hard demands of leadership – building your confidence, connecting with others, and committing to a larger purpose.

- Part One, *Feel Courageously*, will develop your willingness, capacity, and skill to feel everything.
- Part Two, *Act Boldly*, will develop your risk muscle, by increasing your willingness, capacity, and skill to act, pulling together all four elements of your most powerful self. (See Figure I.5.)

If you read this book cover to cover, it will guide you to methodically grow your capacity to act powerfully in the world. That said, I've designed the book so that you can jump in anywhere. Perhaps you're already confident but need help connecting with others. Or maybe you give up on yourself to please everyone around you. In those cases, you may want to go directly to the parts of the book that most speak to you.

In order to help you do that, I've provided an assessment below that will help you target the areas – and even specific chapters – that may feel most relevant and helpful to you in this moment. The assessment maps directly to the book. Like the book, there are four sections to the assessment and each question relates to a specific chapter. After taking the assessment, you may choose to read a specific section first, or even a specific chapter. Feel free to jump around, or read the book from beginning to end – whatever serves you best.

Assessment Instructions: The following 48 statements correspond directly to the 48 chapters of the book. Each statement reflects the outcome that the designated chapter will help you achieve.

Place a check in the “yes” column if you already consistently live this statement in your life. Place a check in the “No” column if you don't already live this statement, inconsistently live the statement, or if you want to improve in this area. If you are unsure or have any doubt, that's a sign that you should check “No.” (To take the assessment online and have your results automatically calculated, go to www.bregmanpartners.com/emotional-courage/resources).



Figure I.6 Build your confidence.

Element 1: Confidence in Yourself

CH	Part One: Know Who You Are	Yes	No
1	I stay true to myself, even if I know it will disappoint people around me.	<input type="checkbox"/>	<input type="checkbox"/>
2	I remain steady, balanced, and calm no matter what’s going on around me.	<input type="checkbox"/>	<input type="checkbox"/>
3	I routinely ask for, and take in, feedback without becoming defensive.	<input type="checkbox"/>	<input type="checkbox"/>
4	I am gentle and compassionate with myself when I struggle or fail.	<input type="checkbox"/>	<input type="checkbox"/>
5	I recognize, and embrace, multiple sides of me, including sides that feel unsavory.	<input type="checkbox"/>	<input type="checkbox"/>
6	I care much more about being useful than about being recognized.	<input type="checkbox"/>	<input type="checkbox"/>
Part Two: Become Who You Want to Be			
7	I clearly see the person I want to be and the future I want to create.	<input type="checkbox"/>	<input type="checkbox"/>
8	I clearly see the ways in which I already am the person I want to become.	<input type="checkbox"/>	<input type="checkbox"/>
9	I put aside distractions to focus on the future I want to create.	<input type="checkbox"/>	<input type="checkbox"/>
10	I invest my energy wisely and strategically.	<input type="checkbox"/>	<input type="checkbox"/>
11	I work a balanced amount (I am not a workaholic).	<input type="checkbox"/>	<input type="checkbox"/>
12	I laugh easily and often.	<input type="checkbox"/>	<input type="checkbox"/>



Figure I.7 Connect with others.

Element 2: Connect with Others

CH	Part One: Be Curious and Trusting	Yes	No
13	People clearly know and feel that I trust them (even when we disagree).	<input type="checkbox"/>	<input type="checkbox"/>
14	People clearly know and feel that I listen to them (even when we disagree).	<input type="checkbox"/>	<input type="checkbox"/>
15	People clearly know and feel that I am curious about them and don't draw conclusions about them.	<input type="checkbox"/>	<input type="checkbox"/>
16	I approach sticky problems with curiosity and creativity.	<input type="checkbox"/>	<input type="checkbox"/>
17	I make myself useful in whatever way is needed to support what others need.	<input type="checkbox"/>	<input type="checkbox"/>
18	I am well-liked by all (even people who disagree with me).	<input type="checkbox"/>	<input type="checkbox"/>
Part Two: Be Clear and Trustworthy			
19	I energize the people around me to move forward.	<input type="checkbox"/>	<input type="checkbox"/>
20	I don't procrastinate on the conversations I'm afraid of having.	<input type="checkbox"/>	<input type="checkbox"/>
21	I am skilled at initiating hard conversations.	<input type="checkbox"/>	<input type="checkbox"/>
22	I am skilled at communicating in the midst of heated emotions.	<input type="checkbox"/>	<input type="checkbox"/>
23	I easily admit when I've made a mistake or I'm wrong.	<input type="checkbox"/>	<input type="checkbox"/>
24	People clearly know and feel that I appreciate them (even when we disagree).	<input type="checkbox"/>	<input type="checkbox"/>

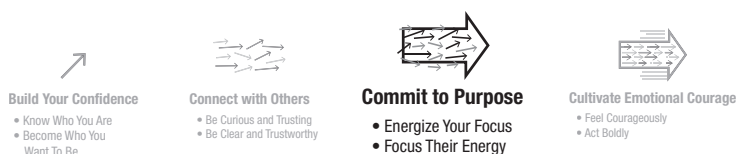


Figure I.8 Commit to purpose.

Element 3: Commit to Purpose

CH	Part One: Energize Your Focus	Yes	No
25	I give my all to achieve what I’m most passionate about.	<input type="checkbox"/>	<input type="checkbox"/>
26	I am clear about the small number of things that “move the needle” on what matters most.	<input type="checkbox"/>	<input type="checkbox"/>
27	I focus my time and energy on the small number of things that matter most and I let go of the rest.	<input type="checkbox"/>	<input type="checkbox"/>
28	I have a clear and reliable process that keeps me focused on the small number of things that matter most.	<input type="checkbox"/>	<input type="checkbox"/>
29	I am willing to repeat myself until I’m bored in order to reinforce what matters most.	<input type="checkbox"/>	<input type="checkbox"/>
30	I am willing to stay silent about everything else in order to reinforce what matters most.	<input type="checkbox"/>	<input type="checkbox"/>
Part Two: Focus Their Energy			
31	My team prioritizes our shared interests over their individual interests.	<input type="checkbox"/>	<input type="checkbox"/>
32	I involve people in the earliest, beginning stages of our work.	<input type="checkbox"/>	<input type="checkbox"/>
33	I have a clear and reliable process that ensures people follow through on their commitments.	<input type="checkbox"/>	<input type="checkbox"/>
34	I have a clear and reliable process that holds people accountable.	<input type="checkbox"/>	<input type="checkbox"/>
35	I truly believe that I need help and I ask for it.	<input type="checkbox"/>	<input type="checkbox"/>
36	I am effective at helping others recover and perform after their mistakes, failures, and struggles.	<input type="checkbox"/>	<input type="checkbox"/>



Figure I.9 Cultivate emotional courage.

Element 4: Emotional Courage

CH	Part One: Feel Courageously	Yes	No
37	At any given moment, I can identify what I am feeling.	<input type="checkbox"/>	<input type="checkbox"/>
38	I can identify where in my body I feel an emotion.	<input type="checkbox"/>	<input type="checkbox"/>
39	I can easily manage the tension of not getting what I want.	<input type="checkbox"/>	<input type="checkbox"/>
40	I routinely step into the unknown.	<input type="checkbox"/>	<input type="checkbox"/>
41	Pain and discomfort do not dissuade me from doing what needs to be done.	<input type="checkbox"/>	<input type="checkbox"/>
42	I regularly feel a wide range of emotions at the same time, some of them contradictory.	<input type="checkbox"/>	<input type="checkbox"/>
Part Two: Act Boldly			
43	I routinely take calculated and bold risks.	<input type="checkbox"/>	<input type="checkbox"/>
44	I intentionally put myself in uncomfortable situations.	<input type="checkbox"/>	<input type="checkbox"/>
45	I make hard decisions quickly.	<input type="checkbox"/>	<input type="checkbox"/>
46	I skillfully tell people hard truths in a way that they can hear it.	<input type="checkbox"/>	<input type="checkbox"/>
47	I regularly try new ways of acting, even when it doesn't feel authentic.	<input type="checkbox"/>	<input type="checkbox"/>
48	I make the highest impact use of each moment.	<input type="checkbox"/>	<input type="checkbox"/>

The results of this assessment reflect your strengths and weaknesses in the Four Elements. Now that you've taken it, you have a good idea where you have room to grow and what sections or chapters of this book will help you the most.

However you choose to move through this book, you will read stories and have opportunities to practice, reflect, course correct, and practice more as you act and lead courageously. You will follow through on the things you care about most. You will take bold action that moves people and work forward.

You'll be better for it.

Those around you will be better for it.

And the world will be better for it.