

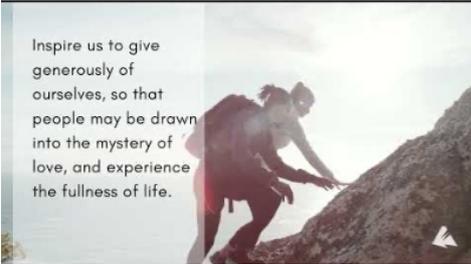

Areté
 CENTRE FOR MISSIONARY LEADERSHIP
 A work of the Missionaries of God's Love

Leadership from the Heart

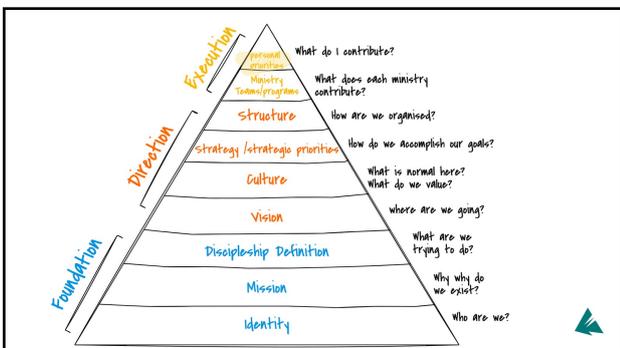
Ministerial Leadership Theory and Practice Lecture 13

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Inspire us to give generously of ourselves, so that people may be drawn into the mystery of love, and experience the fullness of life.



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Personal Priorities – Leading Yourself

- Time Management and Priorities
- Leadership from the Heart: Vulnerability, Shame, and Resilience in Leadership
- How to Lead When You're Not in Charge



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Three Dimensions of Leading Yourself



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Heart: Emotions and Motivation

- Leadership from the Heart: Shame, Vulnerability, and Resilience in Leadership
- Drawing upon the work of Brene Brown
 - Social Scientist
 - Ted Talk Sensation – 2011 talk
 - 55+ million views



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The Man in the Arena – Theodore Roosevelt

It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better.

The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming, but who actually does strive to do the deeds;

who knows the great enthusiasm, who spends himself in a worthy cause, who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails at least fails without daring greatly,

so that his place shall never be with those cold and timid souls who neither know victory nor defeat.



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Brene Brown, *Dare to Lead*, p11

"Our ability to be daring leaders will never be greater than our capacity for vulnerability"



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So what is Vulnerability?

- To feel is to be vulnerable –
- “Vulnerability isn’t just the centre of hard emotions, it’s the core of all emotions. To feel is to be vulnerable. Believing that vulnerability is weakness is believing that feeling is weakness”. P42



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6 Myths of Vulnerability

- 1) vulnerability is weakness
- 2) I don’t do vulnerability
- 3) I can go it alone
- 4) You can engineer the uncertainty and discomfort out of vulnerability
- 5) Trust comes before vulnerability
- 6) Vulnerability is disclosure



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Vulnerability is not:

- Oversharing,
- indiscriminate disclosure,
- vulnerability for vulnerability’s sake

These things are not leadership tools



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“Rumbling with vulnerability is about leaning into rather walking away from the situations that make us feel uncertain, at risk, or emotionally exposed” p38



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Shame

- “Shame is the fear of disconnection - Is there something about me that if other people know it or see it that I won't be worthy of connection.”
- “Shame is the never good enough emotion”.
- Definition - “shame is the intensely painful feeling or experience of believing that we are flawed and therefore unworthy of love, belonging, and connection”.



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Shame:

- Is not Guilt - I did something bad - Shame - I am bad.
- Shame and fear almost always driving unethical behaviour
- Is not Narcissism - the shame-based fear of being ordinary.
- When shame exists, empathy is almost always absent
- Humiliation is not shame - people believe they deserve their shame, but they do not believe they deserve their humiliation.
- Is not Embarrassment - fleeting and we know others are with us.



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Shame at Work – How does Shame Show up?

- Perfectionism
- Favouritism
- Gossiping
- Back-channeling
- Comparison
- Self-worth tied to productivity
- Harassment
- Discrimination
- Power over
- Bullying
- Blaming
- Teasing
- Cover-ups



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Cannot Resist Shame:

- can be resilient in the face of it
- “Shame resilience is the ability to practice authenticity when we experience shame, to move through the experience without sacrificing our values, and to come out on the other side of the shame experience with more courage, compassion and connection than we had going into it. Ultimately, shame resilience is about moving from shame to empathy - the real antidote to shame”. P136.
- Self-compassion is important here, but we need to be able to talk to others in order for the social wound of empathy to be healed.



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Empathy

- Components of empathy:
 - i) To see the world as others see it, or perspective taking
 - Requires becoming a learner - because we cannot simply put on someone else's lenses.
 - ii) to be nonjudgmental
 - We judge in areas where we are most vulnerable to shame
 - We are judged, feeling shame, so we judge others
 - iii) to understand another person's feelings and iv) communicate your understanding of that person's feelings
 - To understand others' emotions and communicate them we need to be in touch with our own feelings.
- v) Mindfulness - “taking a balanced approach to negative emotions so that feelings are neither suppressed or exaggerated ... we cannot ignore our pain and feel compassion for it at the same time”. Neff, quoted on p149



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Empathy misses:

- i) Sympathy vs. Empathy
 - Empathy is feeling with people. Sympathy is feeling for them.
 - Empathy - jump in the hole with the confidence that you have your own way out.
 - Sympathy - looking down and saying that looks terrible. So sorry.
 - Empathy - I feel it, I get it
 - Sympathy - I feel sorry for you
- ii) The gasp and awe
 - Feel shame on your behalf
 - And so you need to make the other person feel better
- iii) you can't fail in your friends' eyes
 - I didn't expect that from you. They're disappointed in you.



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Empathy misses:

- iv) block and tackle
 - So uncomfortable with the vulnerability that he or she scolds you. Or blames someone else.
- v) boots and shovel
 - Have to make it better because they are uncomfortable.
- vi) If you think that's bad - connection is confused with one-up moment.
 - Me too where the focus shifts to themselves rather than staying with you.



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Empathy and Shame resilience

- i) recognising shame and understanding its triggers
 - Shame shields -
 - Moving away - withdrawing, hiding, silencing ourselves
 - Moving towards - seeking to appease and please.
 - Moving against - gain power over others by being aggressive, and by using shame to fight shame.
- ii) Practicing Critical awareness
 - Not just our selves, but others too.
- iii) Reaching out - experiences that make us feel most alone are actually universal
- iv) speaking shame name it and speak it.
 - Brutal honesty is shame, anger, fear or hurt, disguised as honesty



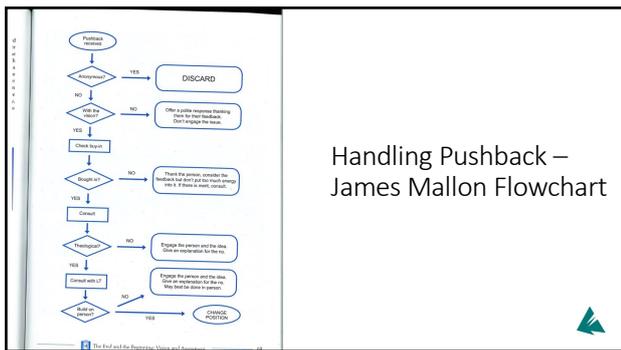
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Shame Shields

- **Moving Away:** Withdrawing, hiding, silencing ourselves and keeping secrets
- **Moving Towards:** Seeking to appease and please
- **Moving Against:** Trying to gain power over others, being aggressive, and using shame to fight shame
 - Whom are you most likely to Move Away from?
 - What are the specific triggers or situations at work that would prompt you to use the shield of Moving Away?
 - Whom are you most likely to Move Towards?
 - What are the specific triggers or situations at work that would prompt you to use the shield of Moving Towards?
 - Whom are you most likely to Move Against?
 - What are the specific triggers or situations at work that would prompt you to use the shield of Moving Against?
 - Do you have a go-to shield that you grab in certain situations?



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Handling Pushback – James Mallon Flowchart



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Are pushback and feedback the same thing?

- It is important to get good at receiving feedback
- Feedback is a a vulnerable place
- How can I make a positive difference if I don't know when I am making a negative difference?
- If someone is not good at giving feedback – still being able to find the nugget in their comments
- This is the path to mastery
- If when receiving feedback I stay connected, courageous, authentic, curious – then feedback has been good



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Resilience

- Shame frequently accompanies 'failure'
- How do we get back up after getting knocked down?
- Two elements to resilience:
 - The 'reckoning'
 - The 'rumble'



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The 'Reckoning'

- Realising we are emotionally 'on the hook'
- When something hard happens to us - emotion drives us.
- Emotion takes the driving seat and thinking and behaviour are hog tied in the back seat.
- "Risiers" realise when they are emotionally hooked by something. And they get curious about it.
- Rather than getting the armour out.
- Our body tells us when emotion has us.



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Responses other than curiosity

- Chandeliering - involuntary response to something so tender - so when we pack the hurt down and someone touches it - neuralgic point.
- Bouncing hurt - ego gets angry, blame, or avoidance to self-protect from disappointment or pain
- Numbing hurt
- Stockpiling hurt - until the body has had enough
- The Umbridge - all that niceness is a ticking time bomb.



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Reckoning Strategies

- Breathing deeply - in for four, hold for four, out for four
- Calm - creating perspective and mindfulness while managing emotional reactivity.
- Calm addresses anxiety -
 - Anxiety either over functioning or under functioning
 - Over-functioning - advise, rescue, take over, micromanage, get in other people's business rather than look inward.
 - Under-functioners - less competent under stress - invite others to take over.
 - Over-functioners need to embrace vulnerabilities in the face of anxiety
 - Healthy functioners - amplify strengths and competencies



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The 'Rumbling'

- Reflecting on and being curious about the reckoning
- The rumble is owning the tough story
- In the absence of data we will make up stories
- Conspiracies, confabulations and shitty first drafts (SFD)
- Can often be a SFD - our emotions and stories are all over the place.
- Which can lead to conspiracy theories - stories based on incomplete data.
- Confabulation - a lie told honestly - replace missing info with something false that we believe to be true.



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SFDs – Journaling (write the SFD down)

- The story I am making up is:
 - My emotions are:
 - My body:
 - My thinking:
 - My beliefs:
 - My actions:
- What more do I need to learn and understand about the situation?
- What do I know objectively?
- What assumptions am I making?
- What more do I need to learn and understand about the other people in the story?
- What additional information do I need?
- What questions or clarifications might help?
- What more do I need to learn and understand about myself?
- What's underneath my response?
- What am I really feeling?
- What part did I play?



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“The level of collective courage is the best predictor of the organization’s ability to be successful in term of its culture, to develop leaders, and to meet its mission”