



A COMPANION GUIDE

Courageous Leadership for Women

A Courageous Leadership Institute® Keynote Companion



Thanks for attending my recent **Courageous Leadership Keynote** presentation!

This companion workbook will help you take your learning from the Courageous Leadership for Women presentation to your everyday work. I've included both individual and group exercises you can utilize to start building your courageous leadership skills immediately!

Remember...

Everything you want is just outside your comfort zone.

Please let me know how you are doing and if I can be of any help to you in your journey of creating courage!



Let's Connect!

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In 1 year, women globally lost \$800 billion in income due to Covid-19, new report finds

The COVID-19 crisis could set women back half a decade

Why has COVID-19 been especially harmful for working women?

Millions Of Women Haven't Rejoined The Workforce — And May Not Anytime Soon

Nearly 3 million U.S. women have dropped out of the labor force in the past year

Seven charts that show COVID-19's impact on women's employment

How Have U.S. Working Women Fared During the Pandemic?

COVID-19 has driven millions of women out of the workforce. Here's how to help them come back

Report © 2020 Institute

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Guys named "John" CEOs of S&P 1500 companies

Name	Percentage
John	30.1%
David	1.8%
All women	4.1%
Robert	1.5%
James	0.7%
Michael	0.5%
William	0.2%

Source: Execucomp

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“It's not a glass ceiling. It's just a thick layer of men.”

— Laura Liswood

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Here's what we learned.

Courage is entirely personal.

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We think we aren't.

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Courage can be learned.

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Blind Courage

What Blind Courage looks like:

- You say, "That sounds like fun!" – a lot
- You feel as though you simply "closed your eyes and jumped"
- You have very little fear of failure, because you aren't focused on the consequences
- Sometimes called "gut" or "instinct"



Crisis Courage

What Crisis Courage looks like:

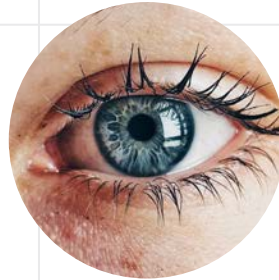
- A perceived "life-or-death" situation accompanied by a rush of adrenaline – fight or flight
- You feel lightheaded, as though you're taking action without conscious thought
- You get a burst of productivity and then burn-out.



Role Courage

What Role Courage looks like:

- You act with confidence doing what you were "trained" to do, and have no fear of failure
- If you believe it – you ARE it.
- Your experience, training, and usage allows you to see the path to success



Core Courage

What Core Courage looks like:

- You've determined who you are and where you want to go.
- You are fully aligned and confident that your vision is in tune with your values and abilities.
- You are focused on the destination – not the noise

When Blind Courage works for you:

- You are working in your area of expertise
- You need to act quickly, with limited data, to take advantage of market opportunities
- You (or your team) are stuck in “analysis paralysis” and time is slipping away

When Blind Courage works against you:

- Your excitement over “jumping” keeps you from focusing on the right priorities long enough
- You become addicted to it and use it destructively just to feel the rush
- You don't follow up with a commitment to the project, strategy, etc.

When Crisis Courage works for you:

- You need to respond to an immediate threat to you or your team's well-being
- If inaction would cause the demise of your career, team, or organization

When Crisis Courage works against you:

- You employ it for sustained periods of time to the point of burnout
- You use it repeatedly, just to feel the adrenaline rush
- You put yourself in crisis situations that otherwise could have been avoided

How the types of courage can help or hinder.

When Role Courage works for you:

- You need to solve a problem or take an opportunity in your area of expertise
- You need to focus on top priorities and act from a high level of competence
- You know no one else is better prepared for the challenge than you/your team

When Role Courage works against you:

- You become unable to work across varying areas of expertise because you have competence in only one area
- You are fearful of taking action because you don't have “enough” training
- You/your team become divided from other areas of the business
- Your belief in your own training blinds you to the possibility of someone better suited for the task

When Core Courage works for you:

- You are looking for inspired movement toward a difficult or long-term goal
- You are in a crisis and need to create calm within a team or organization
- You need to inspire true innovation against a common outcome
- Your values as an organization or industry are tested and found wanting

When Core Courage works against you:

- Immediate action is required and there is no time to study your options
- You allow the process of discovery to cause “analysis paralysis”
- Others on your team have training that would enable them to act from Role Courage but you hold them back because you want to consider all the facts first

INDIVIDUAL EXERCISE



Give yourself 7 minutes

Understanding the four types of courage is just the beginning. As you become more familiar with the types of courage, you'll begin to notice how you and your colleagues are already employing them - and making conscious choices of when you might need a different type of courage to move your goals forward.

What **type of courage** do you need to reach your goals?

1

Think of a situation or challenge that, if you could take courageous action toward it right now, could be a game changer for you or your team/business/customers?

2

What bite-sized actions could you take immediately, to move forward against this challenge? (at least 3)

3

What type of courage is necessary to meet the challenge, take the next step, push back, etc.?

4

What could you do to build that type of courage in yourself, team, or organization; what is your deadline for taking action?



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Focus on **what moves YOUR goals forward first.**

INSTRUCTIONS: Before you open your inbox or check your calendar for the day or week ahead, take a look at your giant to-do list. Now, imagine you have \$100 to invest in **ONLY 3 SPECIFIC ACTIONS** for that day/week to give you the greatest return on your investment. Ask yourself these questions:

INDIVIDUAL EXERCISE

What 3 actions, if accomplished, would move my goals, my team's goals, or my business forward most quickly?

How would I “invest” my \$100 against those goals - again, focusing on my return on investment.

Write down your 3 priorities on a post-it and stick it where you can see it throughout your day.

Now... open your inbox and focus on the emails that pertain only to those objectives.

TEAM EXERCISE

What 3 actions, if accomplished, would move OUR goals, forward most quickly?

How would we “invest” our \$100 against those goals - again, focusing on our return on investment.

Write down your team's 3 priorities on a post-its and stick them where everyone can see throughout your day.

Now... open your inbox and focus on the emails that pertain only to those objectives.



Stop using your **inbox** as your **priority** list.

INDIVIDUAL EXERCISE

What kind of courage do you need for the following actions?

Say **“NO”** to BCCs, CCs and only include those required for a decision.

Stop the “thread madness”! Create new emails with single topics and appropriate subject lines so you can easily find them.

Give recipients all the information they need to **prioritize your email** by including an **“ACTION” word, topic, and due date in the subject line.**

Action Required | XYZ Project | Due Date X/XX
For Information Only | XYZ Goal | Next Meeting XX/XX
Answer Requested | ABC Client | Requested by XX/XX
Next Step Requested | ABC Team | Due Date XX/XX

Create a “Read Someday” file and move everything you want to keep but read later out of your inbox.

In your footer, share with people when you are most likely to look at email and if they need something urgently, to text, IM, call.

Delete all emails over 2 months old... you can do it!

TEAM EXERCISE

Control what you can control.

Gather your team, project team, or upstream/downstream partners to create some email “rules” that everyone agrees to follow. Here are some places to start:

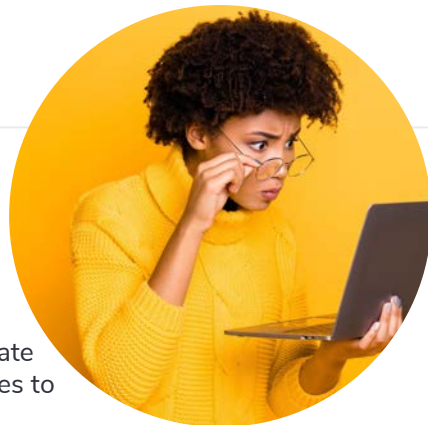
Do we really need an email? Can we just pick-up the phone to get a quick response/answer?

Subject Line Consistency (see examples to the left)

Agree upon who should be CC'd and when.

Decide which projects require what type of email cadence?
Daily check-ins? Friday summaries?

What other ideas do you have?





Courageous Leader Bonus Tip

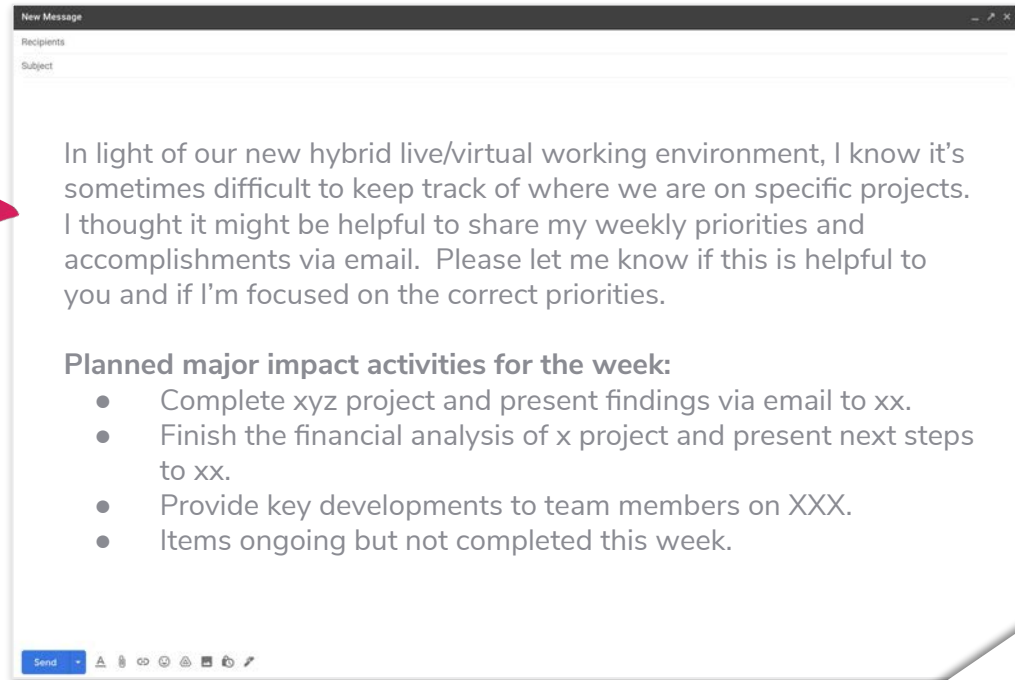
Want to reduce your emails to/from your boss, your peers, your project teams? Try this...

Create a weekly BOSS email:

Sunday night or Monday Morning:

Friday afternoon, let them know how you did!

Ask your team to do the same for you!



Be **ruthless** with your **time**.

“Time isn’t the main thing. It’s the only thing.” MILES DAVIS

INDIVIDUAL EXERCISE

Before you schedule OR accept a meeting, ask yourself these questions:

Does this meeting move my team, my customers or my own goals forward?

Can I pick up the phone and address the issue more quickly?

If I’m scheduling the meeting, can I start the subject line with an action word (Decide, Act, Create, Finalize, etc.)? If not, **DON’T** schedule the meeting. **Note: Review is NOT an action word.**

Am I clear why I’m participating in this meeting?

Is my opinion absolutely essential to the decision being made?

Is there someone else I can send as a development opportunity?

Can I respectfully decline with a win/win?

Use your calendar for **ACTUAL WORK!**

Instead, do this:

Block time for projects that require your undivided attention. Your time is **YOURS** – not everyone else’s to use as they please.

Block out the time it used to take you to commute to work. Use that time for yourself – your development, your kids, exercise, etc.

Block at least 30 minutes three times a day for breaks from Zoom. Get up. Stretch. Eat.

Have “no fly zones” for your whole team during certain blocks of time so everyone can actually get work done. E.g. Monday afternoons and all day Friday are ours.

Remind those who work for you to do the same!



Courageously respond to meeting invitations.

“I noticed that I was invited to a meeting you’re hosting on <date>...”

Not sure why you are invited?

“I didn’t see an agenda in the invite therefore I’m not sure if I’m needed for the discussion. I’ve declined the invitation for now but am happy to participate once I see the agenda.

“After reviewing the agenda and purpose for the meeting, it looks like you have the project well in hand and don’t necessarily need my participation. Of course, if you’d like my input on a specific topic in the agenda, I’m happy to attend!

“I’m juggling a few things that day that may take precedence and wanted to be sure that if my presence was required for a specific part of the meeting, I could plan around that specific time. Please let me know so I can be there when you need me!

This meeting is no longer needed

“This meeting served a great purpose early on in the project and enabled us to accomplish <xxxxx>. However, now that the project is <in a new phase/ completed>, I suggest that we consider retiring this meeting.”

Can be resolved with an email instead of a meeting

If I can contribute <my thoughts/a decision/context> ahead of time, please email me with details or give me a call <list availability>. I’m trying to prioritize my time, and it would be great to resolve this without a meeting if possible.”

Saying “NO.”

“I appreciate you including me. I am focused on a number of initiatives requiring my full attention, so I unfortunately won’t be able to make it unless it is essential for me to attend. If you feel that is the case, please let me know so I might be able to provide what you need in advance.”

“Now that the project is underway, I trust that everything is moving forward smoothly. If something important comes up that requires my attention, please just let me know.”

“I can’t make it to this meeting, but please let me know if my attention is required to address any key outcomes from the discussion.”

Send a replacement as a development opportunity

“I’m not able to attend the meeting, however, I’ve asked <name of person> to attend in my place and they will update me about <topic> later. If you have any concerns with my proxy attending, let me know.”

“I’m unable to attend your upcoming meeting, but I’ve briefed <name of person> who will be attending in my place and is authorized to make a decision about <topic>.”



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Know your **strengths** and nurture a **killer network**.

INDIVIDUAL EXERCISE

Think about a time you were at your best. **What specific, bitesize skills** did you bring to the table?

TEAM EXERCISE

Share your skills (in clear, concise language) with your team & **provide feedback** to each other to clarify further.

Once clarified, **add “how it positively impacts the business is...”** and provide to your team for feedback.

As a team, decide what **the greatest “Aha” moment** of the exercise was.

“Own your strengths and accomplishments (or someone else will).”



“We can’t do our best for others when we aren’t at our best.”

Do you have the **Courage** to put your own mask on first?

- Get serious about saying NO to the things that don’t move you, your goals, your career forward.
- Take a break – a real one – off email and ideally, off your phone. Even if you are still at home, you can take a vacation that allows you to recharge.
- Get serious about your boundaries around your calendar - start and stop times, weekends, nights, etc.



Build Your Courage Right Here, Right Now.

Take a minute to consider your next move. You're already outside your comfort zone. Why not take an actionable step **today** by utilizing our other courage building opportunities. You and your teams deserve this, you've earned it, now **LET'S DO IT!**



MicroDevelopment™

In just 10 minutes a day, these bite-size sessions have everything you need to make the Courageous Leadership® habit yours.

Bonus! Register your whole team and take advantage of our volume discounts. Totally worth it. [GO ▶](#)



Courage Webinars

Just outside your comfort zone, there's a Courageous Leadership® webinar ready to take you and your team on a wild ride.

These one-hour programs are designed to get larger groups engaged and revved up for your organization's next big challenge. [GO ▶](#)



Virtual or Live Workshops

Shake up your team and get them deeply engaged with the very best of our live or virtual leadership intensives.

You'll rock their world with 90 to 120-minutes of powerful skill-building content. [GO ▶](#)

Let's Keep it Going! Call 315.806.0952 today



Everything you
want is just
outside your
comfort zone.

Robert Allen | Author



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25+ years of Courageous Experience. Built by Leaders, for Leaders.

86

GLOBAL
FACILITATORS

301,423

LEADERSHIP PROGRAM
PARTICIPANTS

98.2%

WOULD RECOMMEND
TO A COLLEAGUE

462

CLIENTS... AND
GROWING

Learn more before you leap.

Find more details on “Courageous Leadership at Scale” online at: CreatingCourage.com
We can build a custom program to suit your organization’s needs: cindy@cindysolomon.com

COURAGEOUS CLIENTS



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