

# Courageous Leadership for Highly Productive Team Cultures

Lean Construction Blog

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Joanna McGuffey, Unconventional Works LLC

Tom Richert, RisingTerrain LLC



“A company in which anyone is afraid to speak up, to differ, to be daring and original, is closing the coffin door on itself.”  
-Leo Burnett



## The Need for Courage



“To the brain,  
social pain feels  
a lot like physical  
pain.”

Matthew  
Lieberman

Constraint to Courage





Humans desire connection; a bond with other humans that inspires growth, vision, and purpose.

We long to know we make an impact where we live, work, and play. That impact is impossible without connection.



## Physiological Need for Connection

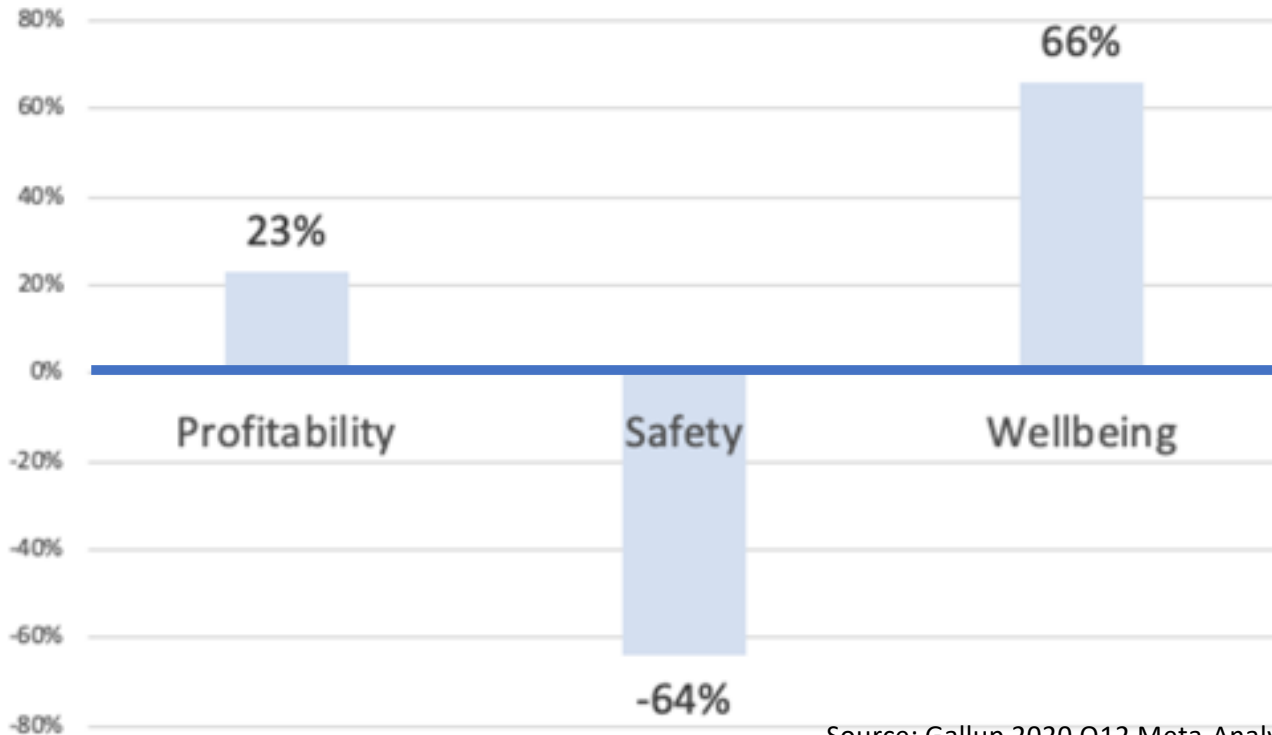
“Be the reason someone  
feels welcomed, seen,  
heard, valued, loved and  
supported.”

-Cleo Wade



## The Need for Courage

## Performance Differential High Engagement vs. Low Engagement



Source: Gallup 2020 Q12 Meta-Analysis

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q07. At work, my opinions seem to count.

Q10. I have a best friend at work.



# Connection as Path to Courage





## A Little About Us

“Be the reason someone feels welcomed, seen, heard, valued, loved and supported.”

-Cleo Wade

Think about and share a time someone made a positive impact on your day.

- How did you feel?
- Beyond that moment did it continue to impact you?
- Recall a time you made an impact on someone else's day.



## Breakout Discussion



“We will be best as a community when we bring power to the edge.”

Greg Howell,  
Autodesk Redshift Post,  
September 16, 2015

Seabee Team 1112, Mobile Construction Battalion Eleven in Chiang Kham, Thailand.



Shared Leadership in the Field



Which Hedge Fund Empowers Everyone in the Firm and Provides Complete Visibility to All Decisions?



## Hedge Funds and Shared Leadership

Could You Work  
At A Place  
Where Everyone  
Gets to See  
Everything And  
People Always  
Tell You What  
They Really  
Think?



## Bridgewater and Shared Leadership



Could You Work  
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## Bridgewater and Shared Leadership





# Something We Value




Share something you value in your current work.

Generate ideas for steps to increase shared leadership.

- Where do you see opportunities?
- Who will you speak with first?
- What actions will you take, and when?

## Breakout Discussion





Beginning in  
Childhood We  
Learn Effective  
Strategies for  
Protecting  
Ourselves

## Discovering Core Identity





It is Necessary  
to Reintegrate  
Our Core  
Source of  
Strength as an  
Individual



# Discovering How We Show Up





# Individual & Shared Identity

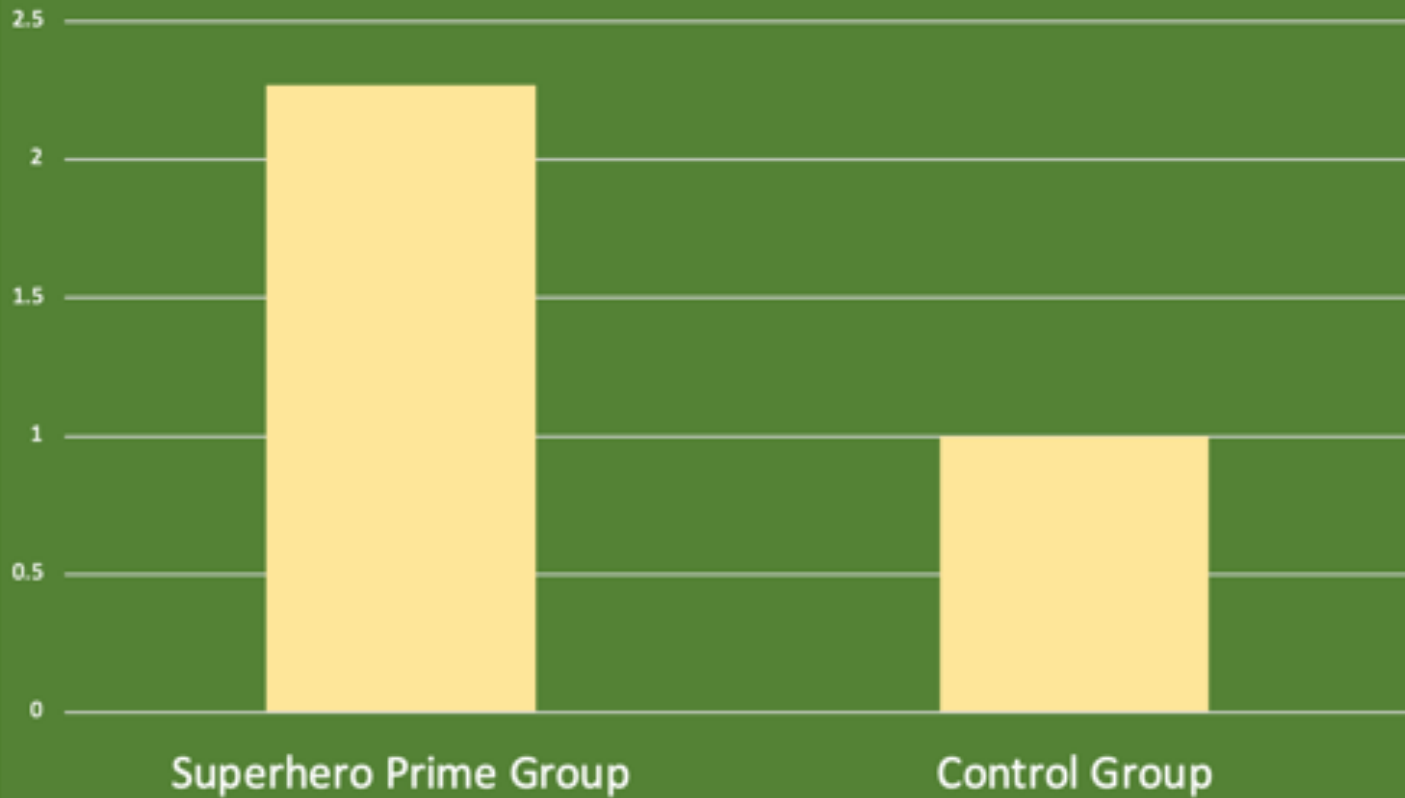




Identity | Purpose | Meaningful Impact



## Willingness to Volunteer




Listing features of superheroes for 4 minutes versus a neutral subject increases amount of time participants are willing to volunteer.

*From Student to Superhero:  
Situational Primes Shape  
Future Helping*  
Leif Nelson, Michael Norton,  
2004



## Affinity for Superhero Qualities



Consider general superheroes qualities.

- What qualities or strengths (not superpower) stand out for you?
- What shows up in you when others need your help?

## Breakout Discussion





# Desire to Contribute



# Courage and Commitment



“Bravery is the audacity  
to be unhindered by  
failures, and walk with  
freedom, strength, and  
hope, in the face of  
things unknown.”

-Morgan Harper Nichols



## The Need for Courage



Bold leaders recognize the need to invest in developing courageous leaders and take action to do so.

Bold leaders realize that everyone desires to make a meaningful impact through connection to purpose and each other and act to be clear about the team's meaningful impact.

Bold leaders recognize that a foundation of trust built on candor, transparency and shared leadership fuels connection and high performance and take action to build that foundation.

Understanding who we are and how we show up opens possibilities for courage and commitment to the team around their meaningful purpose.



## Steps


Thank You!

[joanna@unconventional.works](mailto:joanna@unconventional.works)

[tom.richert@risingterrain.com](mailto:tom.richert@risingterrain.com)

Connect With Us





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