



Courageous Leadership[®]

Creating a Culture of Courage

with Cindy Solomon and The Courageous Leadership Institute[®]



Hawaii Resilience Forum



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Let's Review

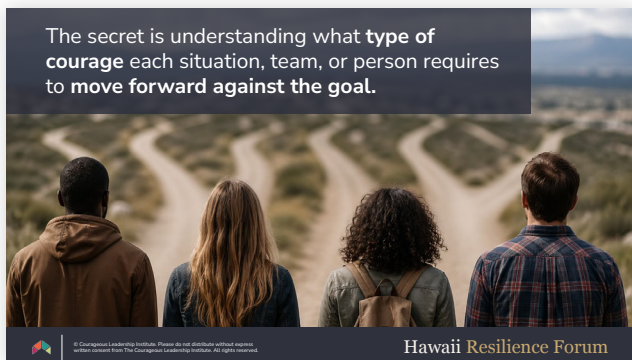
NOTES



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The Types of Courage

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What type of courage do we need to ...

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The Four Courage Quadrants

Based on insights from over 9,000 interviews about courage, this practical framework helps leaders, teams, and organizations **make decisions and communicate in ways that inspire thoughtful action and drive progress toward their goals.**

The framework is divided into four quadrants, each representing a type of courage. They are not mutually exclusive — multiple quadrants can apply within a single situation. The purpose is to identify the kind of courage a situation or individual requires to take effective action.



Blind Courage

BLIND COURAGE works when...

Facing fast-changing situations with limited information.

You're operating within your area of expertise.

You or your team may be caught in "analysis paralysis," seeking the perfect solution instead of simply a better solution.

BLIND COURAGE helps you and your team by...

Encouraging progress over perfection.

Promoting a "test and learn" mindset to seize emerging opportunities.

Enabling action on smaller priorities, freeing focus and energy for larger challenges.



Role Courage

ROLE COURAGE works when...

You need subject matter expertise (SME) or technical knowledge to solve a problem.

You or your team are best equipped to take on a challenge within your area of expertise.

A priority requires confident action based on specialized skills.

ROLE COURAGE helps you and your team by...

Building confidence when you are applying your expertise.

Strengthening cross-functional communication and trust around your area of specialization.

Positioning you and your team as reliable, go-to partners in your field of expertise.



Crisis Courage

CRISIS COURAGE works when...

You must respond to an immediate, real threat to your own or your team's safety or well-being.

Failing to act could cause serious or irreversible harm to individuals or the organization.

CRISIS COURAGE helps you and your team by...

Enabling you to survive and manage an immediate threat.



Core Courage

CORE COURAGE works when...

You're pursuing a challenging or long-term goal that requires sustained commitment and focus.

You need to unite a large organization around a shared purpose, even amid differing perspectives and goals.

Your personal or team values are tested, and you must realign with your guiding principles – your "north star."

CORE COURAGE helps you and your team by...

Inspiring yourself and your teams to a higher goal or purpose.

Reminding organizations of the larger outcome or purpose to our actions.

Focusing people on that higher purpose rather than the noise.



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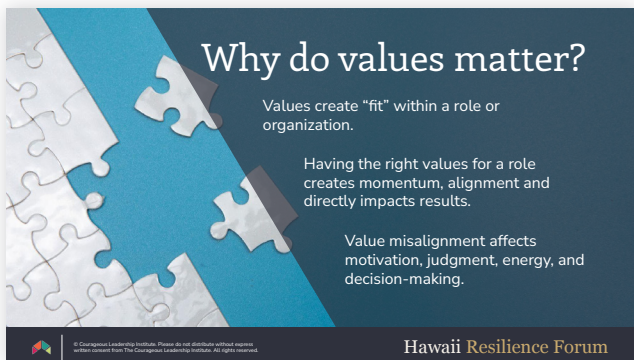
Workshop: *Building High-Performance Teams That Last*



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What Creates Performance | Values

NOTES



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What Creates Performance | Skills

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Skills:

- The "how-to" of a role
- The actual action of getting the job **DONE**
- Can be taught if broken into bite-sized, specific pieces



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Genius is making complex ideas **simple.**

Albert Einstein

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If you want a "great communicator"

The actual bite-sized skills needed:

- Makes eye contact
- Sets crystal-clear expectations
- Proactive questioning skills
- Actively listens
- Strong email communication
- Strong verbal communication
- Reflective listening
- Ability to prioritize skills



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Why do bite-sized skills matter?

You can't train and coach what you can't describe. Bite-sized identification is the only way to build success and create dopamine for what's next.



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How We Work Together

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 **Facilitator**

ASSIGNMENTS

- Keep the team focused on the goal.
- Encourage everyone's participation.

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 **Scribe**

ASSIGNMENTS

- Ensure information from the team is clearly captured from the exercise.

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 **Timekeeper**

ASSIGNMENTS

- Create pacing for the team.
- Communicate constantly with the facilitator.

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 **Presenter**

ASSIGNMENTS

- Clearly present team findings.
- Accurately represent the work done by the team.

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GROUP | 10 MIN

CHOOSE YOUR ROLE

-  Facilitator
-  Scribe
-  Timekeeper
-  Presenter

GROUP | 8 MIN **EXERCISE: Non-Negotiable Values**

CHOOSE YOUR ROLE

-  Facilitator
-  Scribe
-  Timekeeper
-  Presenter

1. **Introduce yourself to your table with your name, business, and location. (2 min)**
2. **Choose a role:** Facilitator, Scribe, Timekeeper, or Presenter. **(1 min)**
3. As a team, **brainstorm all the NON-NEGOTIABLE VALUES necessary for any employee or leader to be successful** in today's current environment in Hawaii. **(4 min)**
4. **Scribe, capture all the values** shared by the team.
5. **Choose the top five values that are most important for success in any role within a local business,** and presenter, be ready to share with the larger group. **(1 min)**

Values: What **NON-NEGOTIABLE VALUES** are necessary for success today?

Top FIVE Values: Refine to the top five most important **VALUES** for success in any role.

- 1.
- 2.
- 3.
- 4.
- 5.

Performance Blueprint

Choose a role in your organization that is most important to the success of your business. Down the left column, **fill in the non-negotiable values**. Add any **additional values** that are important for this specific role. In the top row, write names of people that currently fill this role. Consider if they exhibit each of the values on the left side and **make a checkmark in the box if they demonstrate that value**.

THE ROLE				
PEOPLE IN THE ROLE				

Does this person consistently act out the value in everyday work and behavior?
Do they model the value even under stress?
Do they consistently hold themselves accountable to the value across all situations and people?

VALUES				

Down the left column, **fill in the bite-sized skills needed for success**. On a scale of one to five, how masterful is each employee at the skills noted for success?

SKILLS NEEDED	1-5	1-5	1-5	1-5

Performance Blueprint

Choose a role in your organization that is most important to the success of your business. Down the left column, **fill in the non-negotiable values**. Add any additional values that are important for this specific role. In the top row, write names of people that currently fill this role. Consider if they exhibit each of the values on the left side and **make a checkmark in the box if they demonstrate that value**.

THE ROLE				
PEOPLE IN THE ROLE				

Does this person consistently act out the value in everyday work and behavior?
 Do they model the value even under stress?
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VALUES				

Down the left column, **fill in the bite-sized skills needed for success**. On a scale of one to five, how masterful is each employee at the skills noted for success?

SKILLS NEEDED	1-5	1-5	1-5	1-5

Values and Skills

Values for Consideration

Adaptable	Eager to learn	Problem-solver
Ambitious	Empathetic	Resilient
Attention to detail	Honest	Resourceful
Bias toward action	Humble	Results-driven
Can-do attitude	Integrity	Self-aware
Coachable	Intellectually curious	Self-disciplined
Collaborative	Lifelong learner	Self-motivated
Committed	Likes people	Self-starter
Compassionate	Open-minded	Sense of humor
Competitive	Passionate	Strategic thinker
Courageous	Patient	Strong work ethic
Customer-focused	Persistent	Team player
Driven	Positive attitude	Trustworthy
Development-focused		Visionary

Skills for Consideration

- Prioritizes the correct actions in order of importance
- Clearly communicates the “Why” of their requests
- Provides specific, real-time positive reinforcement and balanced, constructive feedback
- Communicates concisely in email communication
- Consistently provides Crystal-Clear Expectations
- Has strong written communication skills
- Has positive nonverbal communication skills
- Is willing to admit a mistake
- Makes eye contact
- Demonstrates open body language
- Does what they say they will do 100% of the time
- Listens proactively
- Accepts responsibility when things go wrong
- Willing to have tough conversations with a respectful process
- Effectively utilizes technology for productivity in email and meeting schedules
- Active questioning
- Verbally communicates decisions accurately and specifically
- Looks for solutions proactively for productivity and customer issues
- Prepares for meetings with agendas and follow-up notes
- Shows positive teamwork with their peers and departments through words and actions
- Shows basic computer/technical skills
- Has strong phone etiquette
- Is on time and prepared for work and meetings

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

40+

GLOBAL
FACILITATORS

345,423

LEADERSHIP PROGRAM
PARTICIPANTS

98.2%

WOULD RECOMMEND
TO A COLLEAGUE

462

CLIENTS...AND
GROWING



About Cindy

Connect on



Cindy Solomon is one of the most sought-after leadership and customer experience experts in the world. Named one of the top 10 Leadership Global Gurus in 2026, she is known for her bold voice, research-driven insights, and unforgettable keynote experiences that move audiences from inspiration to action.

Her extensive global work includes partnerships with 26 J.D. Power Award winners, 16 Best Places to Work, and over 462 organizations, including industry leaders like Google, Alaska Airlines, Oracle, UPS, Wells Fargo, Dow, the American Bankers Association, and The Gates Foundation, all looking to build Courageous Leadership® at scale.

As Founder and CEO of the Courageous Leadership Institute®, Cindy and her international team of facilitators deliver training and tools that help organizations cultivate everyday courage, breakthrough communication, and leadership that drives measurable results.

Her accessible, laugh-out-loud programs have reached more than 350,000 leaders worldwide, offering real-world frameworks that create customer loyalty and employee engagement, even in the most disrupted environments.

Cindy's accolades include the Top 200 Biggest Voices in Leadership by leadersHum, the Inc. 5000, Fast Company's Fast 100, and 3.1M+ views on her TED Talk, **5 Tips for Dealing with Meeting Overload**. Her bestselling books, **The Courage Challenge Workbook** and **The Rules of Woo**, are available on Amazon.



QUESTIONS?

Got a leadership challenge or an initiative in your organization? Let us know! We'd love to help in any way. Visit courageousleadershipinstitute.com to get in touch.



