

The background is a vibrant watercolor wash. It features a gradient from deep purple on the left to bright yellow on the right, with various splatters and brushstrokes in shades of red, pink, and orange. The overall effect is energetic and artistic.

COURAGEOUS

Leadership

Who we are

1. We are hard-wired for _____ and _____
2. We were meant for _____
3. _____ is our natural state.
4. _____ are the water we swim in.

An Analogy



5. _____



8. _____



6. _____



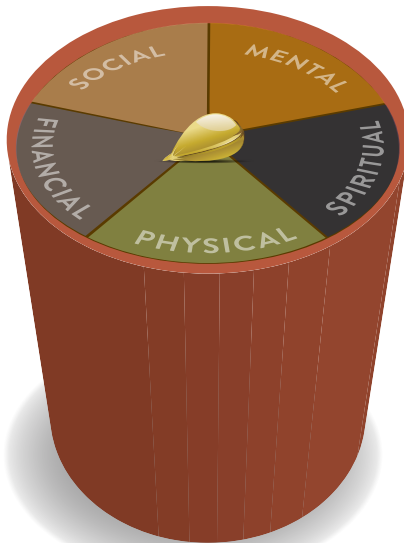
9. _____



7. _____



10. _____



1. On a scale of 1-5, how much is doTERRA filling needs in the following areas?

	Physical	Financial	Social	Mental	Spiritual
Me	_____	_____	_____	_____	_____
Builder 1	_____	_____	_____	_____	_____
Builder 2	_____	_____	_____	_____	_____
Builder 3	_____	_____	_____	_____	_____
Builder 4	_____	_____	_____	_____	_____

Answers

1. Love, Connection 2. Joy 3. Flow 4. Emotions 5. doTERRA 6. Whole You 7. Unmet Needs 8. Love
9. Resistance 10. Resilience

*Without a Why, big things can't happen.
With it, you become unstoppable.*

SIMON SINEK

My Why

MY WORK

1. What do you do for work?
2. Why do you do it? Don't overthink it - just write what comes to mind.
3. How is what you're doing making you a better person?
4. How is what you're doing making the world a better place?
5. What gets you up in the morning and keeps you up at night? What activities make you lose track of time?
6. What is one event that shaped your why the most?

MY BELIEFS

1. What topics do you find yourself continuously arguing or defending with others? What beliefs does your stance represent?
2. What makes you most angry about the state of the world?
3. What are you most afraid of for the next generation (whether you have kids or not)?
4. What makes you happiest in your life? What excites you?
5. What is your belief of how the world should be?

MY BELIEFS & WORK

1. Given your answers, what 3-5 beliefs are you most passionate about?
2. In what ways does your work in doTERRA embody those beliefs?

My Just Cause

A Just Cause is linked to our WHY, our noble purpose for being. Our WHY comes from our past—it is our origin story and it is who we are. Our Just Cause is our WHY projected into the future. It describes a future state in which our WHY has been realized. It is a forward looking statement that is so inspiring and compelling that people are willing to sacrifice to see that vision advanced.

The five criteria to Just Cause:

- 1) **For Something** - It serves as a positive and specific vision of the future.
- 2) **Inclusive** - It is open to all those who wish to contribute.
- 3) **Service Oriented** - The primary benefit of the cause has to go to those other than you, the contributors.
- 4) **Resilient** - Be able to endure political, technological and cultural change.
- 5) **Idealistic** - Big, bold and ultimately unachievable.

MY JUST CAUSE

1. **What is a cause you want to be part of and contribute to? What cause rallies you, that you would fight for?**

2. **What is your vision of a better world?**

3. **If you could wave your magic wand, what's one thing you would do to make the world better?**

4. **What is your "just cause"?** Some example phrases may include:

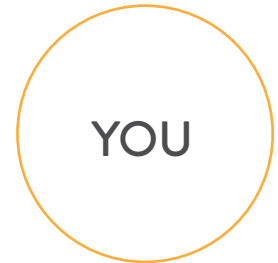
"I imagine a world in which..."

"I believe that everything I do is to..."

"To uniquely contribute to the world..."

Trust

1. On a scale of 1-10, how would you rate your trustworthiness? _____



2. On a scale of 1-10, how much do you trust your leaders? _____

3. If you were to anonymously survey each of your leaders, how would THEY rate YOUR trustworthiness?

LEADER 1	LEADER 2	LEADER 3	LEADER 4

4. Who do you need to rebuild trust with?

5. Would you rather have a builder on your team who creates massive volume or massive trust?

6. Trust starts with _____.

How do we create a culture of
love and resilience?

PATH 1: *Armoring Up*



1. Vulnerability is when _____ are high and _____ are high.
2. The two paths are _____ up and being _____.
3. Armoring Up guarantees the outcome we _____ the most.

Reflect:

4. When you armor up, what does that cause people to do? _____

5. What are the ways in your most important relationships that you armor up? _____

6. When you armor up, how does it feel? Where do you feel it? How do you sleep? _____

7. When you armor up, what's the conversation like in the morning? _____

8. What is the cost of armoring up?

In your relationships: _____

In your health: _____

In your business: _____

Answers

1. Stakes, Emotions 2. Armoring, Courageous 3. Fear

Exercise 1: Assembling Your Armor

We all use armor to protect ourselves, but that armor is heavy and prevents us from growing, being seen, and being in connection with others. When we're in fear, or an emotion is driving self-protection, there's a fairly predictable pattern of how we assemble our armor, piece by piece:

- I'm not enough.
- If I'm honest with them about what's happening, they'll think less of me or maybe even use it against me.
- No way am I going to be honest about this. No one else does it. Why do I have to put myself out there?
- Yeah. Screw them. I don't see them being honest about what scares them. And they've got plenty of issues.
- It's actually their issues and shortcomings that make me act this way. This is their fault, and they're trying to blame me.
- In fact, now that I think about it, I'm actually better than them.

1. What are two situations that are likely to lead to you armoring up? _____

2. What does your "armoring up" process look like?

- My body language? _____
- My words? _____
- My thoughts? _____
- My go-to transformer behaviors? _____

Exercise 2: The Cave You Fear to Enter

1. What is your personal call to courage as a leader? Be specific.

Ex. I want to be braver at giving constructive feedback. _____

2. What is the cave you fear to enter and why?

Ex. My cave is looking at the lack of engagement with my builders. _____

PATH 2: *Courage*



1. _____ always requires courage.
2. The best way to choose courage is to go _____.
3. Only be vulnerable in the relationships you want to _____.

Reflect:

Think of your most important relationship where there's a conflict (If you're married, pick your spouse):

Pick a specific conflict that you have in this relationship:

4. What is the other person's position on the topic (be succinct)? _____

5. What is your position? _____

Read your response to #4 to this person. Ask them if you represented their position fairly and accurately.

6. When you're not vulnerable, what words would you use to describe yourself? _____

7. Who is a builder who you're frustrated with? _____

What's their perspective? _____

Why do they think they're struggling? _____

Your Story

Identify the vulnerable elements of your story

What's the question you are most afraid someone will ask you? _____

Why? What's the fear? _____

What might happen if you lead with that in your story? _____

Answers

1. Vulnerability
2. First
3. Keep

I define vulnerability as uncertainty, risk and emotional exposure. With that definition in mind, let's think about love. Waking up every day and loving someone who may or may not love us back, whose safety we can't ensure, who may stay in our lives or may leave without a moment's notice, who may be loyal to the day they die or betray us tomorrow—that's vulnerability.

-Brene Brown

1. These are the six myths of vulnerability. Rate on a scale of 1-5 how much you need to "unlearn."
(1=none, 5=a lot)

- ___ Vulnerability is weakness.
- ___ I don't do vulnerability.
- ___ I can go it alone.
- ___ You can engineer the uncertainty and discomfort out of vulnerability.
- ___ Trust comes before vulnerability.
- ___ Vulnerability is disclosure.

Thinking about the six myths of vulnerability, complete or answer the following:

2. I grew up believing that vulnerability was ... _____

3. For me, vulnerability feels like ...

What does it physically feel like for me? What does it emotionally feel like for me? What am I thinking?


4. In my team, the messages and expectations about vulnerability are... _____

5. When was the last time you saw someone bravely facing uncertainty, risk and emotional exposure? _____

Armored Leadership vs Courageous Leadership

Rate your leadership on each line on a scale of 1-4. Add up scores for a total below.

	Armored Leadership		Courageous Leadership
1	Driving Perfectionism and Fostering Fear of Failure	1 2 3 4 ←→	Modeling and Encouraging Healthy Striving, Empathy, and Self-Compassion
2	Working from Scarcity and Squandering Opportunities for Joy and Recognition	1 2 3 4 ←→	Practicing Gratitude and Celebrating Milestones and Victories
3	Numbing	1 2 3 4 ←→	Setting Boundaries and Finding Real Comfort
4	Propagating the False Dichotomy of Victim or Viking, Crush or Be Crushed	1 2 3 4 ←→	Practicing Integration—Strong Back, Soft Front, Wild Heart
5	Being a Knower and Being Right	1 2 3 4 ←→	Being a Learner and Getting It Right
6	Hiding Behind Cynicism	1 2 3 4 ←→	Modeling Clarity, Kindness, and Hope
7	Using Criticism as Self-Protection	1 2 3 4 ←→	Making Contributions and Taking Risks
8	Using Power Over	1 2 3 4 ←→	Using Power With, Power To, and Power Within
9	Hustling for Our Worth	1 2 3 4 ←→	Knowing Our Value
10	Leading for Compliance and Control	1 2 3 4 ←→	Cultivating Commitment and Shared Purpose
11	Weaponizing Fear and Uncertainty	1 2 3 4 ←→	Acknowledging, Naming, and Normalizing Collective Fear and Uncertainty
12	Rewarding Exhaustion as a Status Symbol and Attaching Productivity to Self-Worth	1 2 3 4 ←→	Modeling and Supporting Rest, Play, and Recovery
13	Tolerating Discrimination, Echo Chambers, and a “Fitting In” Culture	1 2 3 4 ←→	Cultivating a Culture of Belonging, Inclusivity, and Diverse Perspectives
14	Collecting Gold Stars	1 2 3 4 ←→	Giving Gold Stars
15	Zigzagging and Avoiding	1 2 3 4 ←→	Straight Talking and Taking Action
16	Leading from Hurt	1 2 3 4 ←→	Leading from Heart
		Total: _____	

A person is seen from behind, swimming in the ocean. The sun is setting on the horizon, creating a warm, golden glow that reflects on the water's surface. The sky is filled with soft, colorful clouds. The person's head and shoulders are visible above the water, and their arms are slightly out to the sides.

*The cave you fear to enter
holds the treasure you seek*

-Joseph Campbell

A tall, yellow wooden ladder is leaning against a large, grey stone wall. The wall is made of rectangular blocks and has a rough, weathered texture. The ladder is positioned on the left side of the frame, and its shadow is cast onto the wall to the right. The sky above the wall is blue with some light clouds.

*What stands in the way
becomes the way*

-Marcus Aurelius

Leaders must either invest a reasonable amount of time attending to fears and feelings or squander an unreasonable amount of time trying to manage ineffective and unproductive behavior.

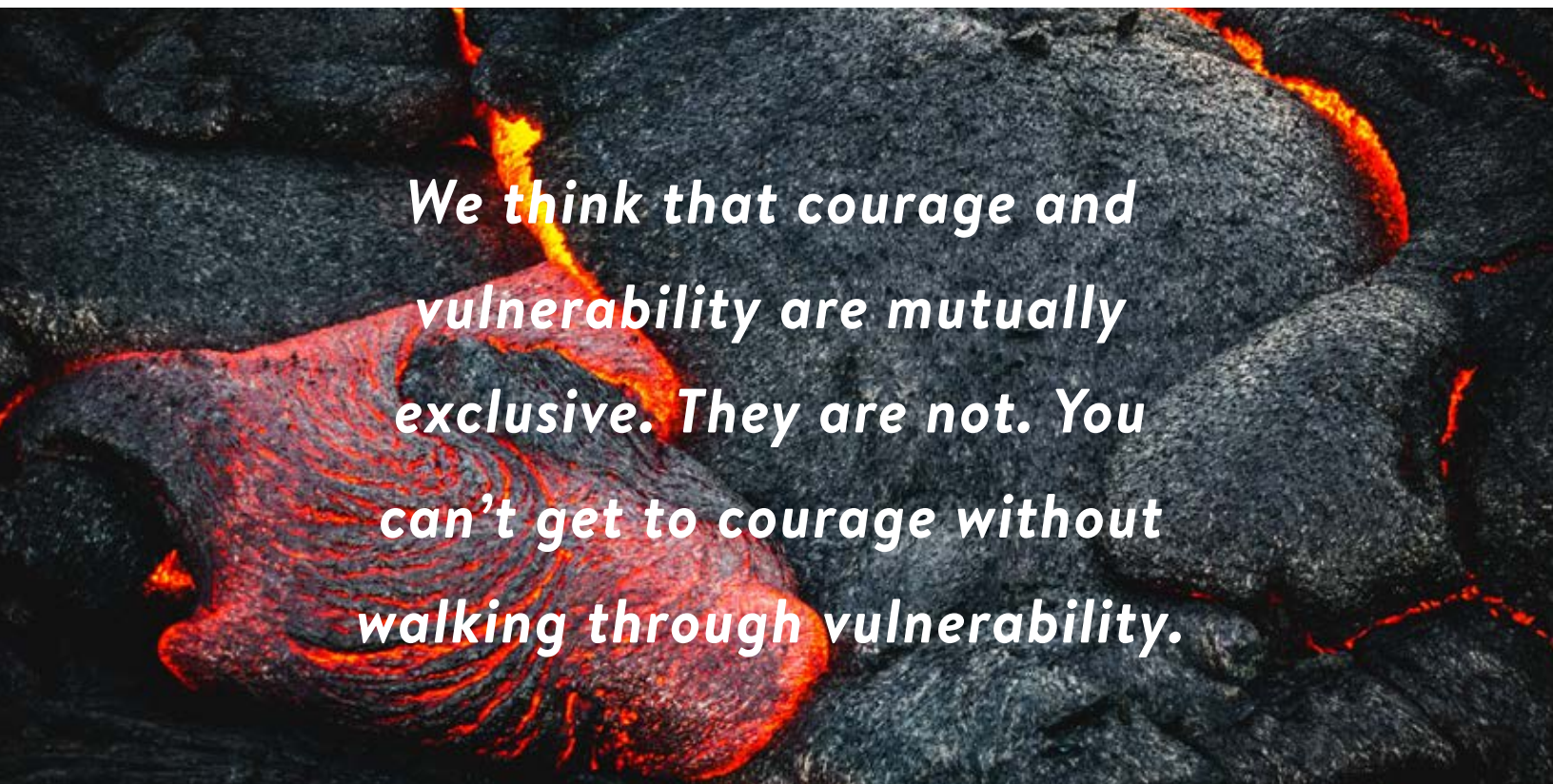
-Brene Brown

6. When was the last time you bravely faced uncertainty, risk, and emotional exposure? _____

7. When you reflect on how you want to show up and be seen as a leader, what do vulnerability and courage look like for you? _____

8. What is one way you'll be more vulnerable with your prospects & customers? _____

your builders & leaders? _____



We think that courage and vulnerability are mutually exclusive. They are not. You can't get to courage without walking through vulnerability.

My Story



**CAMPFIRE
EFFECT**

1. What do you want to be known for?

2. What is the true outcome of your work?

3. What is the one thing that makes me the most unique?

4. What is your through-line?

Big Idea of Impact

I believe...

Lead with the Pain

I often work with... (talk about pain/struggle/challenge)

Direct Response

I (verb "help/support/teach") (target market) (talk about benefit/outcome of your work)

Brand Identity

___ is what I do

___ is who I am

YOUR VALUES

Living into our values is one of the four skill sets that make up Courageous Leadership. It means that we do more than profess our values, we practice them. We walk our talk—we are clear about what we believe and hold important, and we take care that our intentions, words, thoughts, and behaviors align with those beliefs.

The findings from the research are clear: We can't live into values that we can't name AND, living into values requires moving from lofty aspirations to specific, observable behaviors.

A courageous culture connects its values to specific behaviors so people know what is expected, encouraged, and rewarded within their team and organization. In addition to setting clear expectations, the process gives teams shared language and a well-defined culture. It helps us determine cultural fit during recruiting, and offers us very straightforward standards when creating incentives and recognition.

Operationalized values also drive productive decision making. When values aren't clear, we can easily become paralyzed—or, just as dangerous, we become too impulsive. Operationalized values drive what I think of as the sweet spot of decision making: thoughtful and decisive.

1. Circle your top 3 values, then write them on the lines below.

- | | | | | |
|----------------|---------------------|---------------------|----------------------|------------------|
| Accountability | Creativity | Health | Openness | Simplicity |
| Achievement | Curiosity | Home | Optimism | Spirituality |
| Adaptability | Dignity | Honesty | Order | Sportsmanship |
| Adventure | Diversity | Hope | Parenting | Stewardship |
| Altruism | Environment | Humility | Patience | Success |
| Ambition | Efficiency | Humor | Patriotism | Teamwork |
| Authenticity | Equality | Inclusion | Peace | Thrift |
| Balance | Ethics | Independence | Perseverance | Time |
| Beauty | Excellence | Initiative | Personal fulfillment | Tradition |
| Being the best | Fairness | Integrity | Power | Travel |
| Belonging | Faith | Intuition | Pride | Trust |
| Career | Family | Job security | Recognition | Truth |
| Caring | Financial stability | Joy | Reliability | Understanding |
| Collaboration | Forgiveness | Justice | Resourcefulness | Uniqueness |
| Commitment | Freedom | Kindness | Respect | Usefulness |
| Community | Friendship | Knowledge | Responsibility | Vision |
| Compassion | Fun | Leadership | Risk-taking | Vulnerability |
| Competence | Future generations | Learning | Safety | Wealth |
| Confidence | Generosity | Legacy | Security | Well-being |
| Connection | Giving back | Leisure | Self-discipline | Wholeheartedness |
| Contentment | Grace | Love | Self-expression | Wisdom |
| Contribution | Gratitude | Loyalty | Self-respect | |
| Cooperation | Growth | Making a difference | Serenity | |
| Courage | Harmony | Nature | Service | |

I am called to live into the following three values:

1. _____ **2.** _____ **3.** _____

Behaviors that support this value:			

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. AT BEST, HE KNOWS

THE **TRIUMPH** OF

High Achievement;

IF HE FAILS, AT LEAST HE FAILS WHILE

DARING GREATLY

SO THAT HIS PLACE SHALL NEVER BE WITH
THOSE COLD AND TIMID SOULS WHO NEITHER

Know Victory

...nor Defeat.....

— THEODORE ROOSEVELT





Brave
— WORK —

.....
TOUGH CONVERSATIONS
.....

Whole
..... HEARTS