



HAVING COURAGE FOR THE CHALLENGE

Anthony Cucolo, Laura Cervino, Dave Jordan

Tuesday, 16 July 2019 8:30 AM – 9:30 AM

CONFLICTS OF INTEREST

None

LEARNING OBJECTIVES

1. Understand how courage relates to essential personal and interpersonal knowledge and skills, especially self-awareness and conflict management.
2. Experiment with applications of courage.
3. Adapt essential courage skills in their own environments.

QUESTION

“Why do leaders who know what the right ethical decision or action to take is still fail to action when action is clearly warranted?”

A component of the knowing-doing gap is moral potency

Hannah, S. T., & Avolio, B. J. (2010). Moral potency: Building the capacity for character-based leadership. *Consulting Psychology Journal: Practice and Research*, 62(4), 291.

MORAL POTENCY

The focus we take here is on who the leader is in terms of the way a leader thinks about moral dilemmas and the motivation that leader has to take action once a judgment is reached.

Definition:

“Represents an individual’s ethical psychological resources and includes the components of moral ownership, courage, and efficacy”

Can be impacted by context

Can be improved & developed

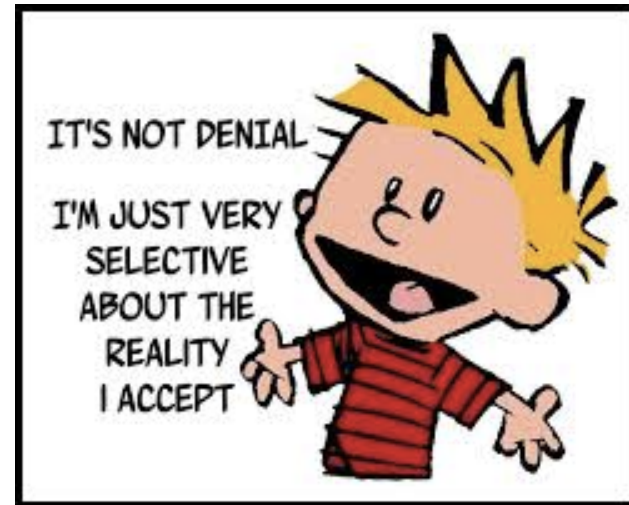
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MORAL CONATION (OWNERSHIP / COURAGE)

Assume responsibility and act in the face of moral adversity

Risk self-deception and moral disengagement

- Language euphemisms
- Slippery-slope of decision-making
- Errors in perceptual causation
- Constrained representations of self



https://encrypted-tbn0.gstatic.com/images?q=tbn:ANd9GcQWVuxtV7ur7vKdiZ4j_acRev1m-duFJPa93QuhibYG_8dypjeZ

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IMPROVE MORAL CONATION (OWNERSHIP / COURAGE)

Ownership

- Accountability-based
- Individual identity-based
- Promotion-based
- Social identification with (moral) organization

Courage

- Study role models
- Reinforce desired culture and climate supporting actions
- Actions / techniques to address failing to display courage

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IMPROVE MORAL EFFICACY

Confidence one can act ethically

- Motivation
- Cognitive resources
- Means and courses of action

Improve by

- Enactive mastery experiences
- Vicarious learning
- Social persuasion and feedback
- Psychological and emotional support

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ETHICAL TRAINING

Focus on
interpretation and
judgment about
ethical cases



Variance in ethical
behavior:

Capacity 20%

Not the focus



Motivation to act
(80%)

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PATH OF MORAL COURAGE

Path model to depict how affect and cognitions influence choices in higher-order decision-making processes

Encompasses aspects of free-will; personal choice is central

The multiple points of self-reflection, self-evaluation and self-regulation that the individual faces along the way to action are like 'little mental acts' of moral courage throughout the decision-making path

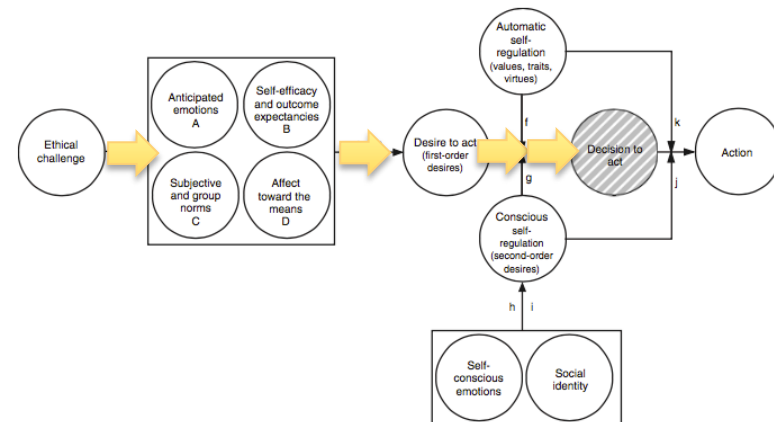
Sekerka, L. E., & Bagozzi, R. P. (2007). Moral courage in the workplace: Moving to and from the desire and decision to act. *Business Ethics: A European Review*, 16(2), 132-149.

PATH OF MORAL COURAGE

1. Ethical challenge
2. Affective reaction & cognitive information processing
3. Desire to act
4. Self-regulation of desire to act
5. Decision to act

Business Ethics: A European Review
 Volume 16 Number 2 April 2007

Figure 2: Factors that influence movement to and from the desire and decision to act



Sekerka, L. E., & Bagozzi, R. P. (2007). Moral courage in the workplace: Moving to and from the desire and decision to act. *Business Ethics: A European Review*, 16(2), 132-149.

DARE TO DISAGREE

Constructive conflict: a great model of collaboration = thinking partners, not echo chambers

- Different backgrounds, disciplines, ways of thinking & experiences, and find ways to engage together
- Requires patience and energy

Heffernan, M. (2012). Dare to disagree [video file]. Retrieved from https://www.ted.com/talks/margaret_heffernan_dare_to_disagree



A M Stewart et al, 'Preliminary Communication: Malignant Disease in Childhood and Diagnostic Irradiation In-Utero', *Lancet*, 2 (1956), pp 447

<http://broughttolife.sciencemuseum.org.uk/hommedia.ashx?id=91810&size=Small>

THE GIFT AND POWER OF EMOTIONAL COURAGE

How we deal with our inner world drives everything

Tend to push aside normal emotions

- Shame of having “negative” emotions
- Lose capacity to develop skills to deal with the world as is
- Results in amplification

“Only people that are dead don’t feel those negative emotions”

David, S. (2017). The gift and power of emotional courage [video file]. Retrieved from https://www.ted.com/talks/susan_david_the_gift_and_power_of_emotional_courage

EMOTIONAL AGILITY

“I notice I am feeling...”

-not-

“I am...”

A negative feeling is a
data point, not an
identity

Questions to ask:

- What is my emotion telling me?
- Which action will bring me towards my values?
- Which will take me away from my values?

American Association of Physicists In Medicine “Leadership Tuesday” Session 2: Courage

Tony Cucolo, Laura Cervino and David Jordan
Summer 2019



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From Session 1: The Recommendation to Harden Your Soft Skills



Enterprise
Vision



Intellectual
Curiosity



Selflessness



Courage*



Humility



Empathy



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Icebreaker

Talk among your tablemates...answer the question –

What is Courage?

Try to agree on a definition or at least the essential elements of “Courage.”



Courage

Courage

That human quality (attribute, trait), that allows one to withstand and persevere danger, fear, and difficulty.

To do the “right” thing in all situations while accepting and incurring personal risk when taking actions according to what is “right.”

(“Right”: universal moral and ethical principles; law; organizational virtues, policies and regulations)

Courage

- Not physical, but the tougher kind: moral courage.
- The courage to confront – we desperately need confrontational leaders:
 - **Leaders who will confront a wrong**, such as inappropriate behavior by junior, senior or peer (Racist 1SG and the naïve 1LT in Iraq; there is no age or job level requirement for doing the right thing; the peer with a drinking problem; “creepy” behavior by a senior leader)
 - **Leaders who will confront expedient or politicized behavior**; to “impose reason over impulse” by an individual or a group; to speak truth to power even in the face of professional risk. (Passionate senior leader exploding; Bosnia order disobeyed; Pentagon confrontation)
 - As you become more senior, being a confrontational leader can put you in controversial situations...taking a tack or disagreeing with a senior official puts you at professional risk, hence the need for courage. Tip for leader language: disagreement is OK, expected, fine; disobedience, however, is not acceptable.



Courage is an element of your character.



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Character?

“Reputation is the shadow. Character is the tree.”

A. Lincoln

- It is not your “personality.”
- Greek source of the word: *kharakter*, meaning “engraved mark,” “imprint on the soul.”
- Bottom line, it is called this because it is yours; it is your unique mark on this world. And you control it.
- ***Character is your pattern of behavior, thoughts and feelings*** based on universal moral and ethical principles...having the strength to live by those principles every day while they are ***tested*** constantly.
- The greatest influence on your own character is within your power: it is ***how you respond to situations***. Every decision you make builds and refines your character...every decision is a “rep” in the “gym” of moral character...you build strength...or get weaker.
- Strength of character underpins the courage required to effectively lead others.



Ask yourself...

“Have I done all I can possibly do to set a positive climate...one that enables courage and minimizes internal conflict in my organization?”

Things a leader can do to set a positive climate:

- Use, REALLY USE your organization's guideposts (**mission, vision, philosophy**). *Repeat, reinforce, return to.*
- Be personally involved with how your organization "says" **hello, goodbye, and thank you.**
- Routinely **communicate** with empathy; speak openly about "loyalty;" support and properly react to dissent.
- **Empower your team** with information: "transparency to a fault," address rumors quickly and widely; share "ugly" information immediately/early.
- **Be accessible.** Mark your lanes clearly and early and review when conditions or situations change. *R2A Drill.*



Mark your lanes: What is an R2A analysis?

- List ALL your responsibilities.
- List ALL things for which you are held accountable.
- Go back and look at each:
 - Do you have the authority to carry out each of your responsibilities and be properly held accountable? If not, address this gap with your boss.



As a leader, talk openly about exactly what the words
“loyal” and “loyalty” mean in your organization.



Loyalty

Try the “I am third” rule.



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Tips for that moment of “confrontation”



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Tips, techniques, recommendations

- ***Schedule it*** so you can be prepared and set conditions supportive for dialogue.
- Start with **empathy**.
- If it is a highly sensitive topic or if you are dealing with a litigious person, have someone else there with you.
- Continue with empathy...use a brief-back technique to confirm you and others understand the aspects of the issue or conflict.
- After you understand issues and positions, ask: *“What is your desired outcome? If you were me, what would you do?”* and from that answer, focus next steps.



Relevance to the Profession

Laura and David



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Practical Exercise:

What are the impediments that keep us and our peers from being courageous?

How do we remove them?



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Closing thought:

“Liked” vs. “Respected and Trusted”

...and a technique to motivate your personal courage.



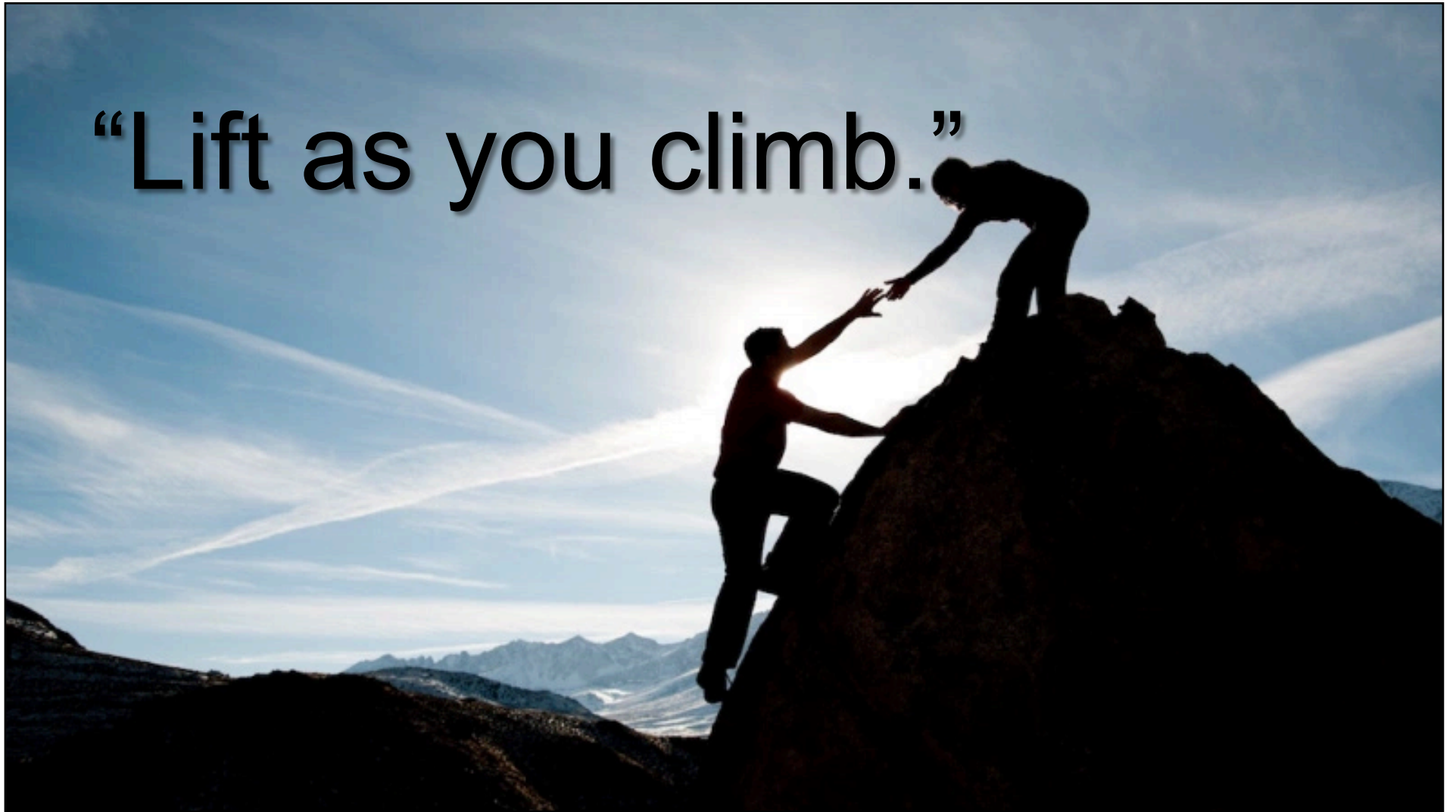
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**“Liked” vs. “Respected” and “Trusted”
My own “Red Badge of Courage.”**

“Lift as you climb.”



AAA-0

(Anything, Anytime, Anywhere, Bar Nothing)

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