



Building
courage
to lift
business
performance.



THE COURAGE INSTITUTE



**A faster tempo.
Tougher critics.
Unpredictable rhythms.
Complex arrangements.
Fleeting opportunities.**

Challenges like these can bring an ensemble together or pull them apart. They can inspire players to make themselves heard above the din and take their performances to a higher level. Or those same players can make excuses and avoid accountability.

When the lights go down and the baton comes up, players need to come in on cue and in tune, even if they're sight reading, improvising or stretching to keep pace with the ensemble. Those with stage fright need to know how to rise above it, rather than waiting for someone to slow the pace, lower the standards or take their fear away.

What counts, ultimately, is execution, not ideas or good intentions. Technical excellence and artistic acclaim means little if they come at the expense of commercial success.

Great performance may look like magic, especially when players have to sight-read, improvise and bring diverse talents together. But the magic doesn't just happen. It takes master classes and coaching by a qualified Courage Mentor. That's where we come in, building the courage to lift your ensemble's performance and executing tomorrow's business strategies.



The 5 Courage Factors

Candor

The courage to speak and hear the truth

Purpose

The courage to pursue lofty and audacious goals

Will

The courage to inspire hope, spirit and promise

Rigor

The courage to invent better protocols and instill the discipline to make them "stick"

Risk

The courage to empower, entrust and invest in relationships





What clients say about The Courage Institute.

"If someone had told me you could teach and learn courage without joining the Army, I would have laughed at them. But it worked! People are taking risks and holding themselves to standards that no one would have believed possible."

*Vice President of Operations,
Global Service Company*

"This courage stuff really works. It's been six months since our first group completed the program and we are allocating resources and seizing opportunities in a way that we talked about but never actually did before this."

*European Managing Director,
Global Pharmaceutical Company*

"It hasn't made the conflicts or tough issues go away. But the 5 Courage Factor formula has enabled us to deal with them and walk away with decisions that we execute, rather than rehashing over and over again."

*Portfolio & Resource Allocation Director,
R&D Organization*

"You've helped me find my sense of humor, my passion and my enthusiasm and hang onto them, even when I'm frustrated by what I see going on around me. I've been through a lot of courses in my career but this is the one that's had the greatest impact on my effectiveness when the going gets rough."

*Senior Vice President,
Financial Services Corporation*

"You asked about the improvements I've seen in my boss since she started her work with The Courage Institute? Well, I can't say she's more reasonable or more willing to compromise on performance standards. If anything, she's actually tougher. The difference is that we understand why she's pushing us so hard and that she's getting us the support we need from other departments in the company, so we're not out here alone anymore."

*Quality Assurance Manager,
Electronics Manufacturer*

"It left us feeling energized and committed to making things happen. What we do with that energy, now that we've found it, is up to us."

*Division General Manager,
National Sales Organization*





How The Courage Institute Works

Action learning & on-the-job application

Musicians don't improve their artistry simply by listening to recordings or watching someone else's performance. They don't overcome stage fright from textbooks, inspiring stories or legends. They master techniques and build stage presence through experience, practice and coaching.

Courage is also learned from experience. But, in business, real experience is too slow, too hit-or-miss and too expensive. It may take months or years to see the impact of today's decisions. And, when things don't go as well as you would like, it's too easy to rationalize or blame someone else, rather than accepting accountability, taking corrective action and lifting your own level of performance.

So, if experience is the best teacher and real experience is inefficient, how do leaders and their teams build new levels of courage? The answer is action learning, a system of teaching and learning that includes these 6 elements:

• The 5 Courage Factors

Candor, purpose, will, rigor and risk – the success formula to lift your proficiencies and equip others to face new challenges, work through contentious issues, make your voice heard and execute change.

• Simulations

Problem-solving exercises to practice new ways of mobilizing your team and dealing with conflict, ambiguity and scrutiny – and encode the 5 Courage Factors into your instincts and reactions under pressure.

• Cases & video models

Putting yourself in the shoes of other thought-leaders who have faced difficult moments of truth, so you can profit from their experience.

• Diversity dialogues™

Bridging differences when you have to reach out to colleagues who experience pressures differently, who communicate differently, and who approach the same moments of truth with different priorities.



• Live practice

Creating action plans to transfer learning from the workplace directly to the job, and to use real work as a laboratory to continue to practice and refine your application of the 5 Courage Factors.

• 360-feedback

The power to see yourself as others see you and to understand how your courage affects the candor, purpose, will, rigor and risk of colleagues in diverse roles and at different organizational levels.

All these elements are focused on the moments of truth that test courage in your organization because they require you and your colleagues to lift their levels of play, draw on new skills, face contentious issues, bridge cultural or cross-functional differences or cope with greater speed and scrutiny.





Real courage-building and real business impact

The courage to execute new business strategies.

Mobilize executive teams and work teams to rally behind process excellence or organizational realignment initiatives. Build the courage to execute changes that take teammates out of their comfort zones.

The courage to jump-start new teams.

Accelerate team development when there is no time to wait for teammates to get accustomed to working with one another before tackling technical problems and seizing business opportunities.

The courage to bridge differences, break down silos and build unlimited partnerships.

Align joint venture partners so everyone pulls in the same direction. Make diversity an asset by building trust and improving communication among teammates with different backgrounds and perspectives.

The courage to raise the bar.

How leaders can rally their teams when today's customers or investors won't settle for performance that was good enough yesterday. How they can challenge teammates to do more, better, faster when they believe they are already working flat-out and are on top of their game.

The courage to groom high-potential talent for rapid advancement.

A 6 – 8 month leadership development process that uses workshops, coaching and action learning assignments to prepare managers to assume greater responsibility and keep pace with business growth. Coaching to smooth out the rough edges that can inhibit courage.

The courage to benchmark your team on the 5 Courage Factors.

Use the Courage Index™ to assess your team's purpose, will, rigor, risk and candor — and make sure leaders are building, not inhibiting, the team's courage.

The courage to inspire, provoke & challenge.

Add courage to your leadership conference or your corporate university with a keynote presentation, simulation or training module.





What your leaders and their teams will gain working with The Courage Institute.

Linking workshops and coaching to real business applications.

The real tests of courage occur after workshops and coaching. They occur when leaders must take a stand and raise the bar – and when players have to embrace new challenges, overcome their fears and lift their play to a higher level. We will:

- Tailor your program to prepare your teams and leaders for the most mission-critical moments of truth and to

build on the work you've already done to develop leadership and team effectiveness in your organization.

- Use workshops as a springboard to application with action-learning assignments that use real work as an opportunity for ongoing learning, coaching and practice – and that produce a quick return on your investment by accelerating strategy execution.

Program objectives that The Courage Institute has achieved for other clients: A menu of possibilities.

The Courage Institute has customized programs to assist clients to achieve these behavioral objectives, among others:

- Think clearly and solve problems under pressure
- Build partnerships and trust
- Open lines of communications
- Take initiative and seize opportunities – with a sense of urgency
- Resolve conflicts rather than avoiding or politicizing contentious issues
- Get a mandate when there isn't time to wait and build a consensus
- Make informed, prudent decisions when presented with limited or contradictory data
- Build real accountability

- Do what is best for enterprise-wide success, even when people have to sub-optimize locally in order to optimize globally
- Navigate the chaos of cross-functional project teams and dynamic matrix structures
- Regroup and remobilize after organizational restructuring
- Bridge cultural, ethnic and personality differences
- Execute strategy and strengthen accountability for results
- Take a stand and do what's right, even if it isn't what's expedient or popular
- Build pride and a sense of accomplishment
- Commit to a *code d'honneur* that inspires teammates to do the right thing
- Make it fun to embrace the mantle of courage

To learn more about The Courage Institute and for a free assessment of your inner strength and performance requirements, call The Courage Institute North America: +1-215-635-6213.



THE COURAGE INSTITUTE

Building inner strength to lift business performance.™

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