

# WHOLEHEARTED LEADERSHIP

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Access more resources here



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# CONTEXT

- Exponential growth of ESL program over a 4-year period
  - Change in student demographics
  - Diverse group of faculty in terms of age, experience, culture, education
  - Faculty hustling to make ends meet due to lack of FT teaching jobs
  - Increased need for mental health support for faculty and students
  - Small admin team to support growing numbers
  - Smaller number of in-person classes
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# PROBLEM

How do we maintain cohesion and a sense of belonging amongst the faculty across such a large program?

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# INITIATIVES

- Leaders with clear roles and responsibilities
  - Performance Management
    - Accountability, second chances, clear expectations, follow up
  - Consultation and Feedback (a chance for faculty to feel heard)
  - Community Engagement
    - Biweekly virtual chai 'n chat drop-ins (during COVID)
    - Semesterly Show 'n Share -- led by faculty and attended by faculty; no management
    - Lunch and Learns; Teaching Toolkit PD sessions
    - ESL Celebration of Belonging (a chance for faculty to feel seen)
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## MOST IMPORTANTLY...

We are not afraid of having tough conversations.

We are not afraid of letting ourselves be seen as human.

This is how we build trust and create connection.

This is what we call **WHOLEHEARTED LEADERSHIP.**

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# WHO IS BRENÉ BROWN?

• Researcher and storyteller

- Shame and vulnerability researcher
- Best known for her TED Talk "The Power of Vulnerability"
- PhD in social work at the University of Houston
- Research professor at the University of Houston
- Huffington Foundation Endowed Chair
- Visiting professor in management at the University of Texas at Austin McCombs School of Business
- Author of six #1 *New York Times* bestsellers
- Host of two award-winning podcasts, *Unlocking Us* and *Dare to Lead*.
- Works in organizations around the world, helping develop braver leaders and more courageous cultures.
- In 2024, executive director of The Center for Daring Leadership at BetterUp.

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([About Brené](#) | [Brené Brown](#))



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# BRENÉ BROWN'S FOUR PILLARS OF COURAGEOUS LEADERSHIP



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# RUMBLING WITH VULNERABILITY

THE FOUNDATIONAL SKILL OF DARING LEADERSHIP, WHICH INVOLVES BEING WILLING TO BE OPEN AND HONEST

- Clear is kind. Unclear is unkind.
  - Invest time attending to fears and feelings - or managing ineffective and unproductive behaviour.
  - Shame and empathy (connecting to the emotions that underpin an experience).
  - Self-awareness and self-love: who we are is how we lead.
  - Curiosity and grounded confidence
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# LIVING INTO YOUR VALUES

LIVING IN ACCORDANCE WITH YOUR VALUES RATHER THAN JUST PROFESSING THEM

- Values can build common ground.
  - In hard moments, we forget our values - or often don't even know what they are.
  - Daring leaders who live into their values are never silent about hard things.
  - Knowledge of values can facilitate communication and difficult conversations.
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# BRAVING TRUST

BEING THE FIRST TO TRUST OTHERS AND BUILDING TRUST THROUGH INTENTIONAL BEHAVIORS

- Marble jar analogy (trust is built in small doses)
  - The BRAVING Inventory:
  - Get specific when having the trust talk (specific behaviours).
  - Compassion with accountability: What needs to change? What does support look like?
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# LEARNING TO RISE

DEVELOPING RESILIENCE SKILLS AND LEARNING FROM FAILURE

- Embrace failure as a learning opportunity
  - Own our story so we get to write the ending
  - When we don't own our stories, they own us.
  - The Reckoning, the Rumble, and the Revolution
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# DISCUSSION

Think of a difficult situation/decision you had to deal with as a leader.

In what aspects of this situation were you emulating/demonstrating wholehearted leadership? And in what aspects were you not?

What would you have done differently?

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# WHO WE ARE IS HOW WE LEAD

To **lead** wholeheartedly, we must learn to **live** wholeheartedly.

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HOW DO WE TAKE CARE OF OURSELVES AS LEADERS?

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# REFERENCES

- Brown, B. (2018). *Dare To Lead: Brave work. Tough conversations. Whole hearts.* Penguin Random House.
  - [Brené Brown's 10 Guideposts for Wholehearted Living \(w/ PDF Guide\)](#)
  - [Brene Brown's Values Exercise](#)
  - [Brene Brown Resources Hub](#)
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