

# An Introduction

---

# Steps to becoming *Courageous*

---

Nurturing Organisational Courage



*CourageousHR works with HR leaders and Communities to identify their distinctive contribution and then make it, both culturally and operationally, an organisational reality.*

## Contact Details



+ 44 (0) 845 862 1767 or [enquiries@courageoushr.com](mailto:enquiries@courageoushr.com)



[www.courageoushr.com](http://www.courageoushr.com)

## ***Courage - the critical factor for organisational success***

*You must be the change you wish to see in the world.* Mahatma Gandhi

Is courage in the workplace now 'coming of age'? The turbulence of the marketplace, new opportunities constantly emerging, the uncertainty about the future, the lack of job security, the need for greater flexibility and creativity all indicates that predictability is history.

The implications for organisations and its employees is that increasingly, those organisations which are best able to tap into their talent pool and engage most effectively with their employees will be those which are best prepared to prosper through their ability to effectively respond to changes as well as having the resourcefulness to create new opportunities.

People - not organisations - are adaptable and resilient, innovative and purposeful. However, the extents to which employees are prepared to 'give of themselves' for their organisations will be determined by their level of commitment and engagement. At CourageousHR, we increasingly believe that 'courage' is becoming the critical factor in determining how effective organisations are in tapping into the wealth of their people's capabilities.

### ***Courage to lead, courage to act***

Courage turns organisational rhetoric into activities

- Turns strategy into performance
- Turns values written on paper into a living culture
- Turns human 'capital' into people
- Encourages employees to become engaged
- Changes hierarchical and rule led groups into self managing teams
- Transforms organisations

#### ***A Courageous Person***

- A courageous person is one who has a *state of mind or spirit that enables them to consciously function despite fear or anxiety.*

#### ***Courageous Leaders***

Courageous leaders are able to articulate their personal enduring vision and their values and therefore begin the process of transforming their organisations.

- Successful courageous leaders are able to transform their organisation by building a culture that allows employees to take the courageous steps needed to follow their leaders.

#### ***Courageous Organisations***

Courageous organisations support employees to measure and take risks and to be innovative, based on commonly held organisational values.

- Courageous organisations minimise the 'fear' factor through providing information and tools to understand risks and by providing an environment that reduces the personal consequences of mistakes.

## The Business Case for a Courageous Workplace

Courage is the missing ingredient between leaders that can successfully transform their organisation and those that can't; between employees that are engaged and those that do the minimum; and between organisations that are consistent market leaders and those that are 'also ran's'.

There are three key business cases for having a courageous workforce

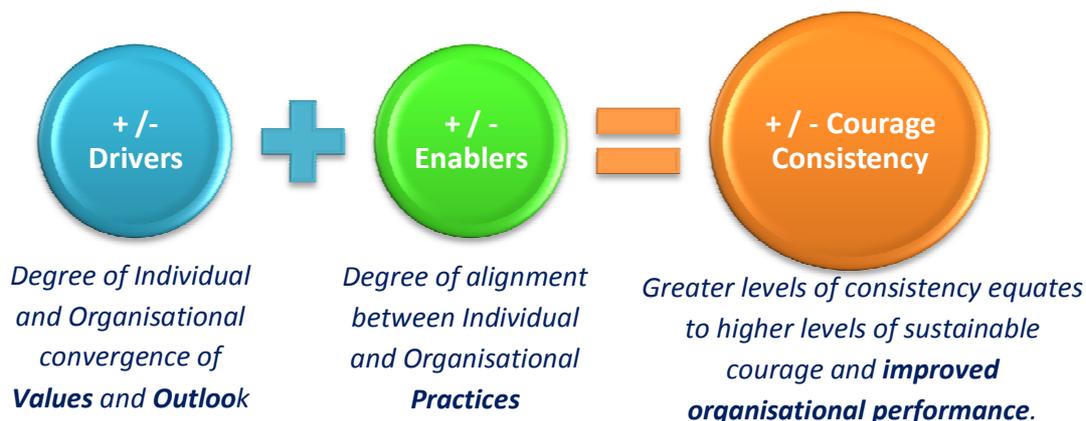
- Increased Employee Engagement
- Creating a transformative organisation
- Working as one through a culture of partnership

## 'Nurturing Courage Equation'

If Organisations wish to become - and remain - courageous then just talking about it is not enough. Too often there is a divergence between what is proposed and what the experiences are of employees, customers and the wider community:

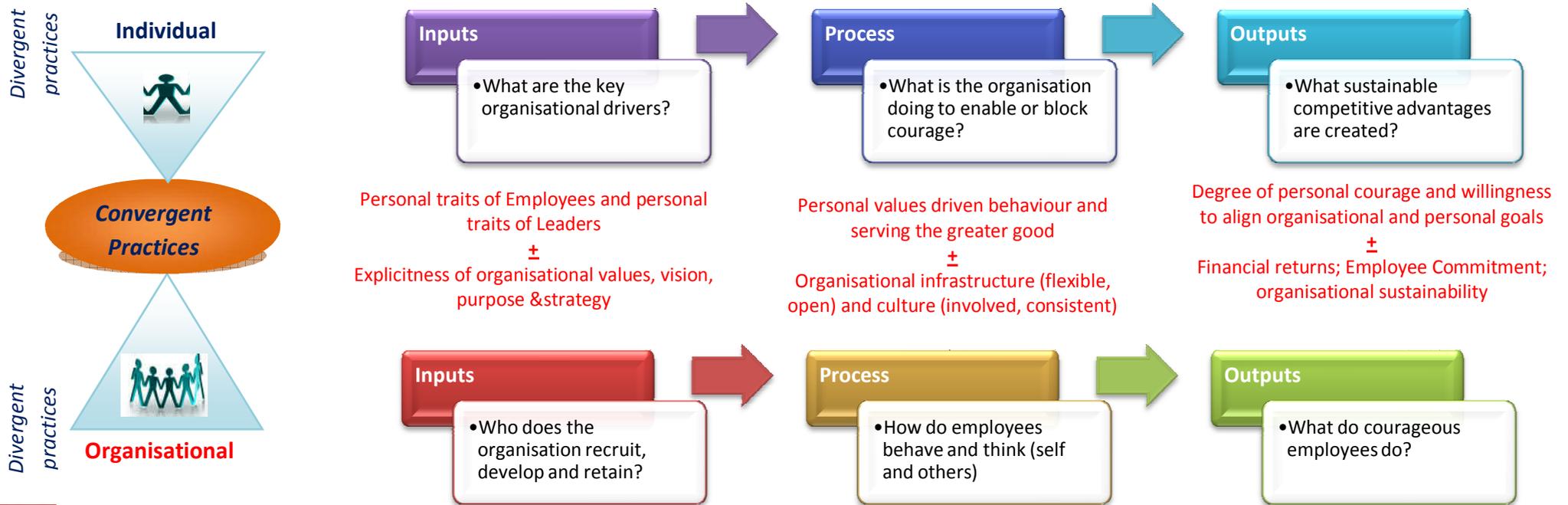
- Organisational courage is poorly defined and the practicalities are little understood
- There is a disconnect between the organisational motivation to introduce courage (e.g. harder working, more aggressive) and the desire of employees to be courageous (e.g. greater levels of empowerment, purposeful work, teamwork, contributing)
- Courage becomes quickly discredited by the actions of organisational leaders and compromised by the disparity between the publicly stated organisational values and mission and the actual strategy adopted.

Based on academic research, client experiences and CourageousHR's insights we have developed the 'Nurturing Courage Equation' to highlight the interplay and tension between the Organisation's and Employees' drive to be courageous.



Based on this 'Nurturing Courage Equation', CourageousHR have created the *Organisational Courage Convergence Continuum™* which explores of the key steps Organisations and Individuals need to take if they are to become courageous and reap the potential benefits of creating a Courageous Organisation.

## Organisational Courage Convergence Continuum™



### Your next step to nurturing courage

CourageousHR are committed to supporting organisations and individuals explore practical ways of nurturing courage. Our focus, passion and expertise means we are able to offer unparalleled insights and support in helping HR Leaders and Business Leaders to create an integrated Courage Strategy which will not only deliver enhanced and sustained performance improvement but also enhance the employee brand. In the 'war for talent' we believe everyone is talented given the right conditions, motivation, challenge and opportunities.

What is your reason to become courageous?