

MANAGERIAL COURAGE

Competency Development Guide

Managerial Courage Defined:

Courage is a quality all leaders should have in common. Managerial courage means that you are willing to take risks in the achievement of your goals with no assurance of success. Every commitment you make and action you take entails a risk of some kind. This is why courage is the most identifiable outward quality of a great leader.

Courage as a manager means that you continue to think in terms of actions you can take. You practice what is called the 'continuous offensive.' You dare to go forward in all circumstances.

The more action-oriented you become, the greater your confidence will be and the more likely it will be that you will do the right things at the right time that lead to victory.

Source: The Seven Qualities of Leadership: Courage and Integrity
The BizLibrary Collection

FOUR SUPPORTING BEHAVIORS OF MANAGERIAL COURAGE:

1. Someone who exhibits managerial courage is able to give direct and actionable feedback without intimidation, no matter the circumstance.
2. Shows "courageous patience:" The ability to stay the course and not give up when you don't seem to be making any progress, or when things are going against you.
3. Pushes through and perseveres with vigor. After every great offensive action begins, there is a period when things slow down, and often nothing seems to be happening. In this gap, many people lose heart and withdraw, but the leader continues to persevere and push through.
4. Performs well in a crisis. This is the ultimate test of courage in leadership. A leader's ability to function well in a crisis largely determines the success or failure of their organization. This ability cannot be taught in a classroom; it can only be developed when you actually face a real crisis with serious potential losses. When presented with a crisis, real leaders immediately become calm. They deliberately slow down because the calmer you remain in a crisis, the better you can think and analyze and solve problems.



Direct and Actionable
Feedback



Courageous
Patience



Pushes and
Perseveres



Performs Well
in Crisis



"Courage is rightly considered the foremost of the virtues, for upon it all others depend."

"Success is not final, failure is not fatal: it is the courage to continue that counts."

-Winston Churchill

"Courage is not the absence of fear, but rather the judgment that something else is more important."

- Ambrose Redmoon

"If you could get up the courage to begin, you have the courage to succeed."

- David Viscott

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Action Steps

Stay on topic. If you have to deliver difficult information, make sure you stay on-topic. Get to the point with respect and be direct.

Give a Solution. Always give a solution when you are pointing out a problem. It's important to show that you're committed to a resolution.

Work on your timing. Make sure issues are dealt with as quickly as possible, but also when tension surrounding the issue has died down.

Source: Toolbox.com | Managerial Courage

Levels of Managerial Courage

Managerial courage, like most competencies, won't happen overnight. You'll develop your proficiency over time. There are three levels of managerial courage, this chart will help you understand where you are in your development.

Level 1

- Provides corrective feedback to others.
- Is direct but tactful.
- Lets people know where they stand.
- Responds to problems quickly and directly.
- Takes negative action when necessary.

Level 2

- Dispenses current, direct, complete and actionable feedback with tact.
- Is open and direct but not intimidating.
- Deal with problems head-on, even in uncomfortable and awkward situations.
- Quickly administers negative action if a situation calls for it.

Level 3

- Deals with corrective feedback in a manner that inspires accountability and self-direction among colleagues and direct reports.
- Has a commanding but undaunting presence.
- Welcomes the opportunity to mediate people problems.
- Forcefully and definitively takes negative action to quench trouble.

Source: Chicago State University

STEPS TO DEVELOP COURAGE



Recognize your fears so that they do not influence your behavior subconsciously.



Objectively analyze your fears to make it easier to take action.



Dare to overcome your fears, and learn from them to improve your mindset gradually.

Source: Manageris.com

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Summary

Developing managerial courage, as with most competencies, is a process. Don't expect to be an expert at being courageous in every situation overnight. Unfortunately, developing this competency can be more of a trial-by-fire process. The best way to build courage, is to put yourself in situations that require courage.

Following the steps outlined in this guide and being aware of behaviors that show an understanding of managerial courage are great first steps to developing this extremely important competency.

Recommended Resources from The BizLibrary Collection

The Seven Qualities of Leadership Video Course

Coaching for Higher Performance Video Course

Bud to Boss Video Course

Character Matters! Character and Courage Video Lesson

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STEPS TO DEVELOP COURAGE CONTINUED



Understand your intentions. Don't take criticisms personally and don't make your criticisms personal.



Keep an open mind. Situations aren't always as daunting as they seem on the outside.



Do your research, nothing inspires courage quite as much as knowing what you're talking about. Always have the facts.

Source: Toolbox.com

