Take Courage

Listening and reading comprehension. Discussion about management and leadership. Giving opinions. Learning idiomatic expressions.

Activity One: Discussion Questions.



1. Would you say that you are a courageous person in general?
2. When have you had to show courage?
3. Do you have to show courage in your job?
4. Do you think that managers have to show courage?
5. In which situations do you think managers have to show courage?

Activity Two: Listening Comprehension.

Listen to the song. Sia - Courage To Change (Official Music Video) (Press play in the image below).

1. What do you think this song is about?
2. Have you seen the Netflix series featured in the video?
3. What's the main question being asked in the song?
4. Why does it take courage to change in general?
5. What's the positive message SIA is communicating?

Activity Three: Quotations



Read the quotations below and say which you prefer and why.

- **"Courage is grace under pressure." ~ Ernest Hemingway**
- **"You will never achieve anything in this world without courage. It is the greatest quality of the mind next to honour." ~ Aristotle**
- **"I learned that courage was not the absence of fear, but the triumph over it. The brave man is not the one who does not feel afraid, but he who conquers that fear." ~ Nelson Mandela**
- **"Success is not final, failure is not fatal: it is the courage to continue that counts." ~ Winston Churchill**

Activity Four: Reading comprehension.

Managerial Courage – Undoubtedly, this is the single most enviable quality that distinguishes great leaders and ensures respect from team managers and high-potential employees. In business today there seems to always be an increasingly level of uncertainty, continual need to make decisions rapidly, frequently lines of responsibility are unclear and contradictory demands being made by challenging clients and/or employees. There is absolutely no question that courage may be one of the most necessary elements required to be a successful and highly regarded leader. Let's read the following article by Matt Gavin from the Harvard Business School online blog.

CHARACTERISTICS OF A COURAGEOUS LEADER

"A courageous leader is an individual who's capable of making themselves better and stronger when the stakes are high and circumstances turn against that person," says Harvard Business School Professor Nancy Koehn, who teaches a free, online leadership lesson about legendary explorer Ernest Shackleton. "Most of our lives, we're beset by crises. Courageous leaders are not cowed or intimidated. They realize that, in the midst of turbulence, there lies an extraordinary opportunity to grow and rise."

1. Authenticity

Authenticity is foundational to courageous leadership. A recent study found that employees' perception of authentic leadership serves as the strongest predictor of their job satisfaction, organizational commitment, and workplace happiness. Research also shows that organizations, which are comprised of leaders who are true to themselves, demonstrate improvements in both employee trust and performance.
According to Koehn, the first step to becoming an authentic leader is to focus on self-improvement.
"Authentic leaders begin with the will and commitment to work on themselves," Koehn says. "They're not trying to be perfect or to somehow spring from the rib of Zeus into an iconic individual, but rather, they say, 'Day by day and week by week, I'm going to work on myself.'"
One potential avenue for bettering yourself is to participate in leadership training. By furthering your skills and knowledge, you can not only strengthen your leadership capabilities, but also build a network of peers from whom you can learn and grow.
2. Resilience

Leadership can be challenging. When complex business problems arise, you need to be prepared to meet them head-on and be resilient as you work toward a solution.
"Resilience is the capacity to not only endure great challenges, but to get stronger in the midst of them," Koehn says.
She adds that resilience isn't something everyone intrinsically possesses; it's a learned capability that leaders can hone with experience.
"Each time we navigate through a crisis and find a little strength in it, we're able to pick out an insight we can learn from; at the same time, we resolve not to get bitter, weaker, smaller, or more frightened, but, rather, to get the tiniest bit braver," she says. "A leader's ability to do this is profound, not only for him or herself, but for the impact it exerts on others and the larger mission."

3. Emotional Intelligence

A keen sense of emotional intelligence is vital to being a leader who can collaborate with others to achieve organizational goals. According to research by TalentSmart, 90 percent of top performers in the workplace have a high degree of emotional intelligence, compared to 20 percent of bottom performers.
Another study shows that emotionally intelligent leaders are more adept at demonstrating a willingness and ability to change, which, in turn, enhances trustworthiness and boosts employee buy-in when it comes to change initiatives.
Koehn says becoming a leader who is attuned to your emotions requires a "willingness to cultivate, enhance, and deepen your self-awareness, and to learn to trust it."

To heighten your self-awareness, consider taking a leadership self-assessment. By doing so, you can gain greater insight into your workplace behaviors and how others perceive you.

4. Self-Discipline

In addition to building self-awareness and a deeper understanding of your emotions, you need to exercise self-discipline and demonstrate poise—even in the most trying circumstances.

"We live in a world that's characterized by one nonstop crisis after another, like waves breaking on the shore," Koehn says.

When facing a crisis, you need to be prepared to lead under pressure and remain composed. Koehn says a key initial step is to take stock of the circumstances surrounding the situation at hand, rather than acting prematurely.

"Realize that in the heat of the moment, nothing an individual leader can do can solve the whole situation," Koehn says. "You're better off acting from your strongest, calmest self than you are taking the first reactive, immediate action."

5. Commitment to Purpose

Purpose is critical to both individual and organizational success. A report by EY shows that 96 percent of leaders believe purpose is important to their job satisfaction. In a separate study by DDI, it was found that purpose builds organizational resilience and improves long-term financial performance.

For you and your firm to reap these benefits, it's imperative to consider how you can be more purpose-driven and leverage your organization's objectives to instill your team with a sense of mission.

Seek to empower your employees by tying their work to important strategic initiatives, and delegate tasks that drive key projects forward.

Through such actions, you can inspire faith in your employees and ignite their desire to perform at their best."It's what we're thirsty for now," Koehn says. "We're looking for leaders who can help us make a leap of faith and be integral to creating a better world, and to believe this is worthy of doing and possible."

1. Now summarise what you read in the article.
2. Why is purpose so important in your opinion and how does a manager give a sense of purpose to employees?
3. Why should employees have to take a leap of faith in your opinion?

Activity Five: Read the following idiomatic expressions and then use each one in a sentence about courage in management.



1. To have the courage of your convictions.
2. Dutch courage.
3. To get enough courage up to do something.
4. To lack the courage of your convictions.
5. To pluck up the courage to do something.
6. To take your courage in both hands.
7. To summon up the courage to do something.
8. To take courage from something.



Activity Six: Take Courage

Courage is the quality of mind which enables a person to face difficulty without fear. Courage is related to bravery and fortitude, boldness and resolution. We often use the expression - 'to take courage from something', I take courage from the fact that… For example. It means that you feel more confident and hopeful because of something. In fact as a manager one of the things you need to inspire in your employees is courage, you have to be courageous though in order for them to take courage from your actions. By being resolute in difficult situations you as a manager can make everyone around you feel more confident. That's why we need our leaders to show courage. Have you ever been faced with difficult situations as a manger or as an employee, where courage was required? Explain what happened and how managers, or you, reacted. What would you change if you could? What changes, or transformations do you think that your company would make if they had the courage?



Activity Seven: Cultural Transformation: Watch the video and answer the questions.

How to Make a Cultural Transformation I Simon Sinek

1. What must become your best friend?
2. If you have high performers what do you have
3. What does the law of diffusion tell us?
4. What is the magical gap?
5. Who should you aim for first?
6. Summarise what you learned in the rest of the video.

learning objectives
How far have you got?
easy access english
Fill in the bars to show your progress