

# Courage + Crucibles

lessons we  
learn from  
leading in  
a crisis

**#RISE20**



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**What** do you do  
when you're scared?

**How** did you learn  
to cope that way?





















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**COURAGE**



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mental or moral strength  
to venture, persevere,  
& withstand danger,  
fear or difficulty.





**defining moments demand courage**

**crucibles**

**demand courage**



**without courage**  
**we will miss the**  
**opportunities that come**  
**from crucibles**







a vessel used for  
melting substance  
that requires a high  
degree of heat





a severe test



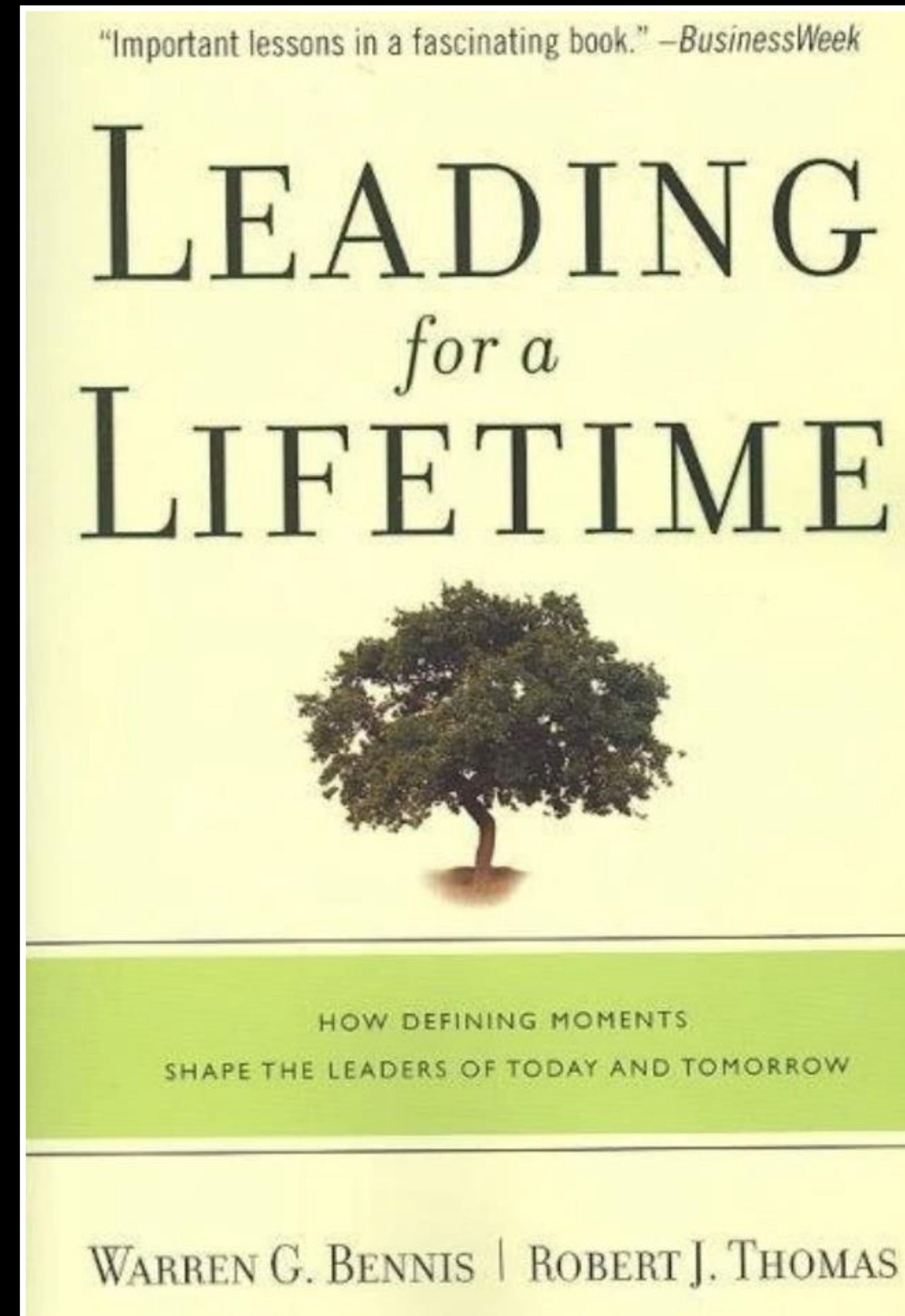


a place or situation in  
which concentrated  
forces interact to cause  
or influence change or  
development



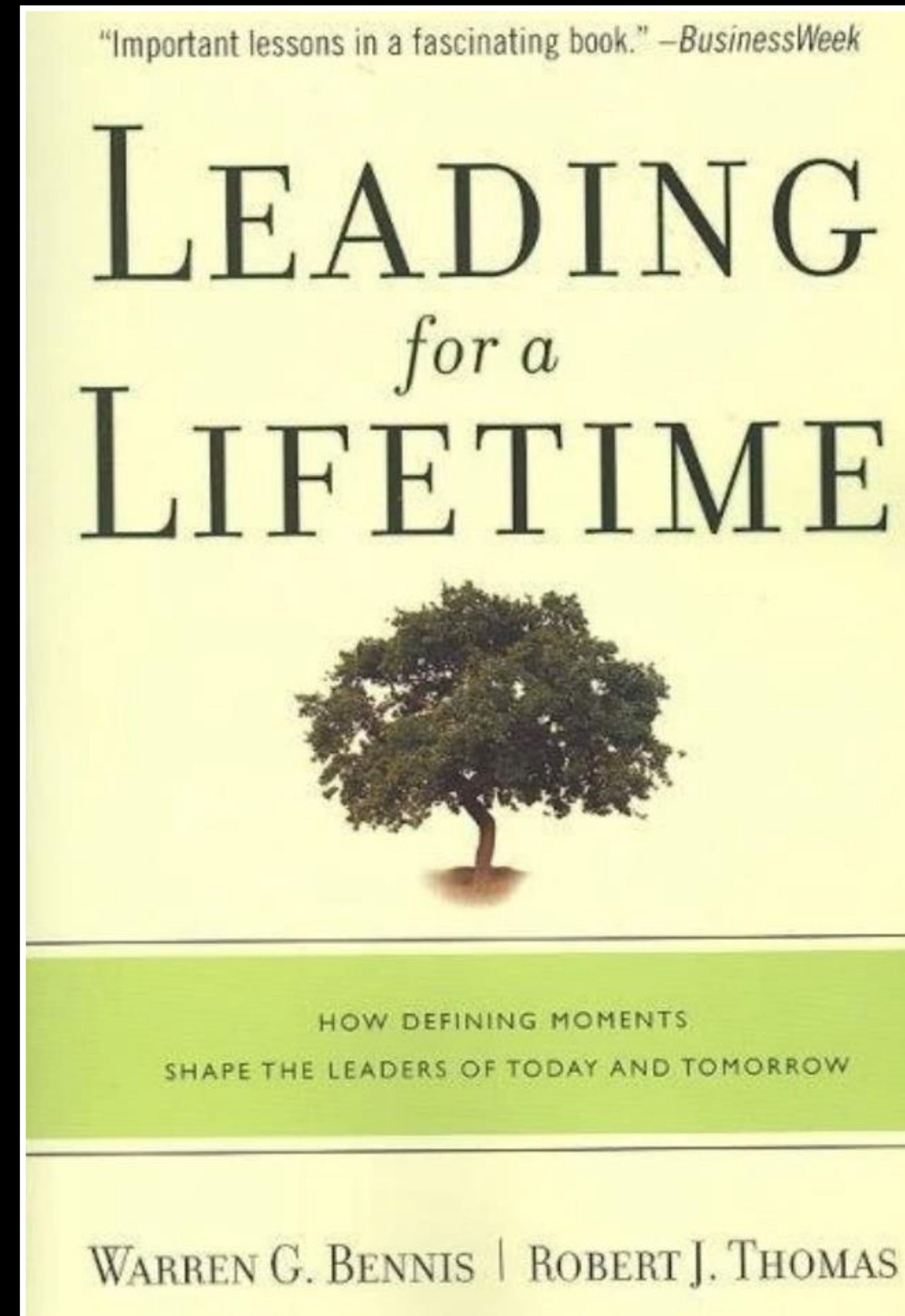


Crucibles can be tragic  
or triumphant but in  
either case they lead to  
radical transformation





**CRUCIBLE =**  
Experiences  
+ Interpretation  
+ Individual  
factors  
+ Era





**NON-LEADERS ASK:**

How can I get  
out of this?



**LEADERS ASK:**

How can we get  
through this?



graduation  
mastering a skill  
death of a loved one  
climbing a mountain  
having a great mentor  
COVID-19





what can we learn  
from leading  
through crucibles





# 5 things we can learn from leading in a crisis...





1

HOW to adjust for  
the future...





What happened?

Why did it happen?

What's the underlying issue that needs to be addressed?



## **Managing the Message During a Crisis**

*A Guide to Planning and Implementing Your Response*

Christopher Deutsch  
Director of Communications  
National Association of Court Professionals

Chris Asplen  
Executive Director  
National Criminal Justice Association





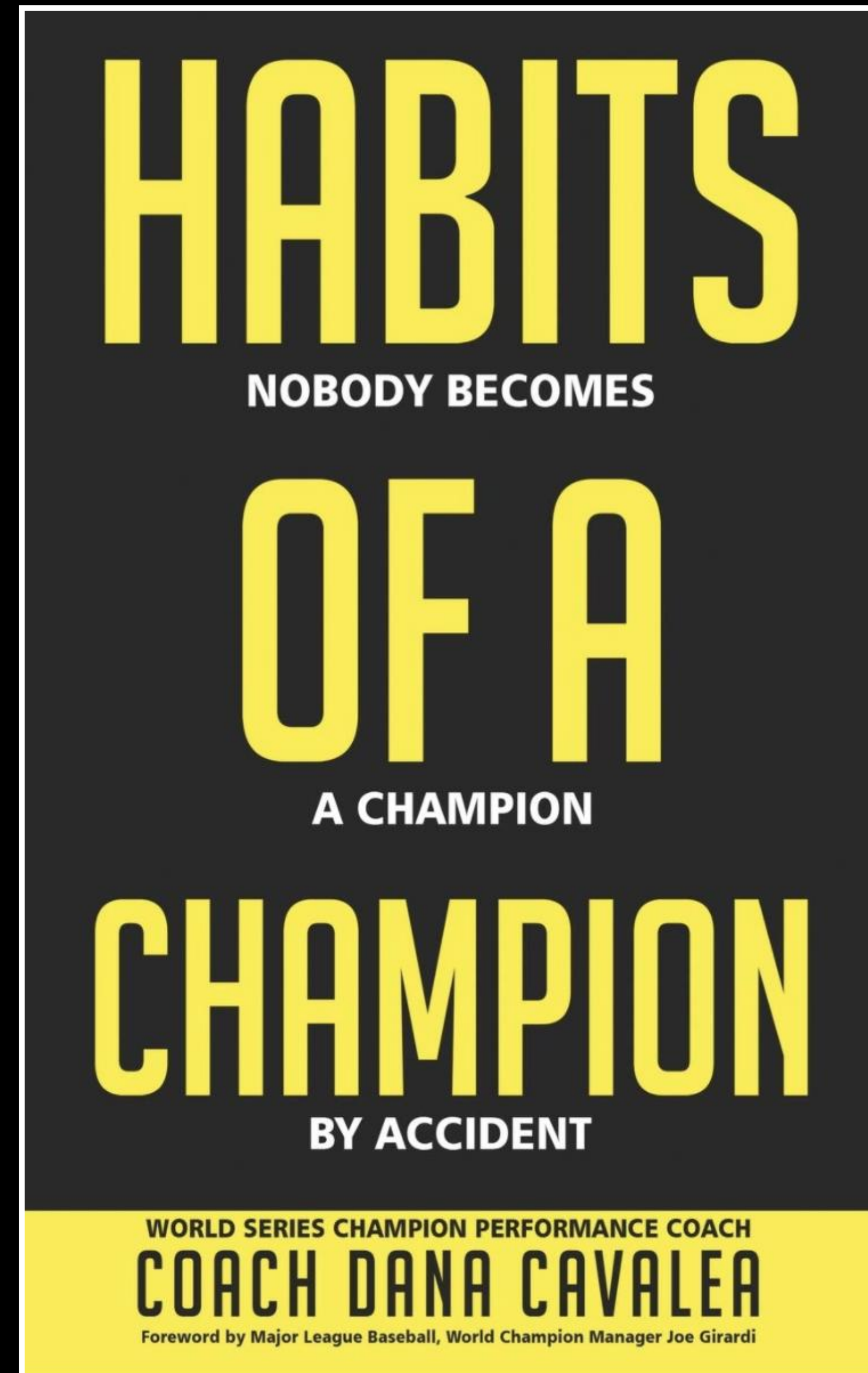








“we don’t rise to the  
occasion we fall to the  
level of our training...”





# 2

WHAT we're  
afraid of...





- A. Whose in charge?
- B. Whose in the chat?
- C. Will my team find value in this?
- D. Where are your sources?



- A. Whose in charge?**
- B. Whose in the chat?**
- C. Will my team find value in this?**
- D. Where are your sources?**









Leaders  
Decisive  
Bottom Line  
Observers  
Problem Solvers





Individualists  
Impatient  
Demanding  
Not Good Listeners  
May run over others





**Afraid of losing control**









Excitable  
Fun Loving  
Cheerleader  
Outgoing  
Personable





Dramatic  
Unrealistic  
Disorganized  
Impulsive  
Feelings Over Logic





**Afraid of not being liked**









Loyal  
Patient  
Calm  
Compassionate  
Supportive





Indecisive

Over-accommodating

harmony > results

Holds grudges

Doesn't like to be rushed





**Afraid of moving too fast**









Accurate  
Analytical  
Detailed-Oriented  
High Standards  
Orderly





Too hard on self  
Too critical of others  
Perfectionist  
Need “all” the facts  
Must have guarantees





**Afraid of doing it wrong**



3

Where Our Internal  
Staff Needs Help





# Internal Family System



Systems thinking +  
each mind has sub-  
personalities

Richard C. Schwartz (1980s)















SCENARIO:

*you are embarrassed at work*



“let’s work harder to  
avoid future feelings  
of being  
embarrassed”





“remember when you  
were in the school  
play and forgot your  
lines...”

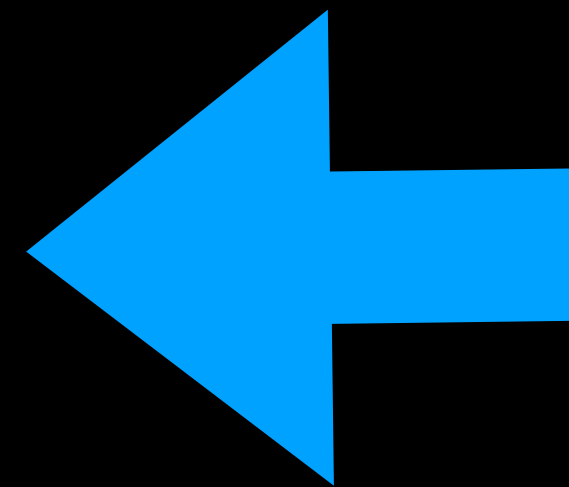
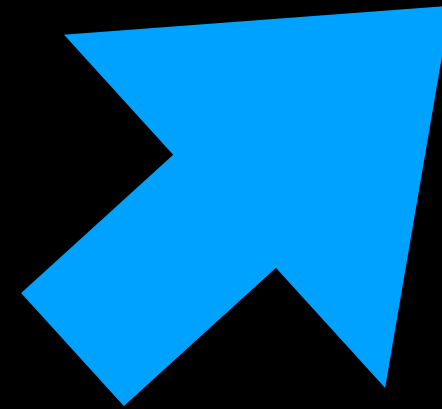






“let’s eat, drink, play  
video games, watch  
Netflix, have sex, fight  
somebody, isolate,  
scroll, do anything to  
soothe or distract...”









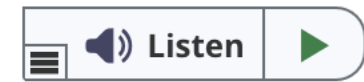
Ask about  
→ to research, look  
for any links



# 4 Power of community







Special issue: Resilience and Trauma

## **Psychosocial facets of resilience: implications for preventing posttrauma psychopathology, treating trauma survivors, and enhancing community resilience**

**Brian M. Iacoviello**  & **Dennis S. Charney**

Article: 23970 | Received 31 Jan 2014, Accepted 25 Apr 2014, Published online: 01 Oct 2014

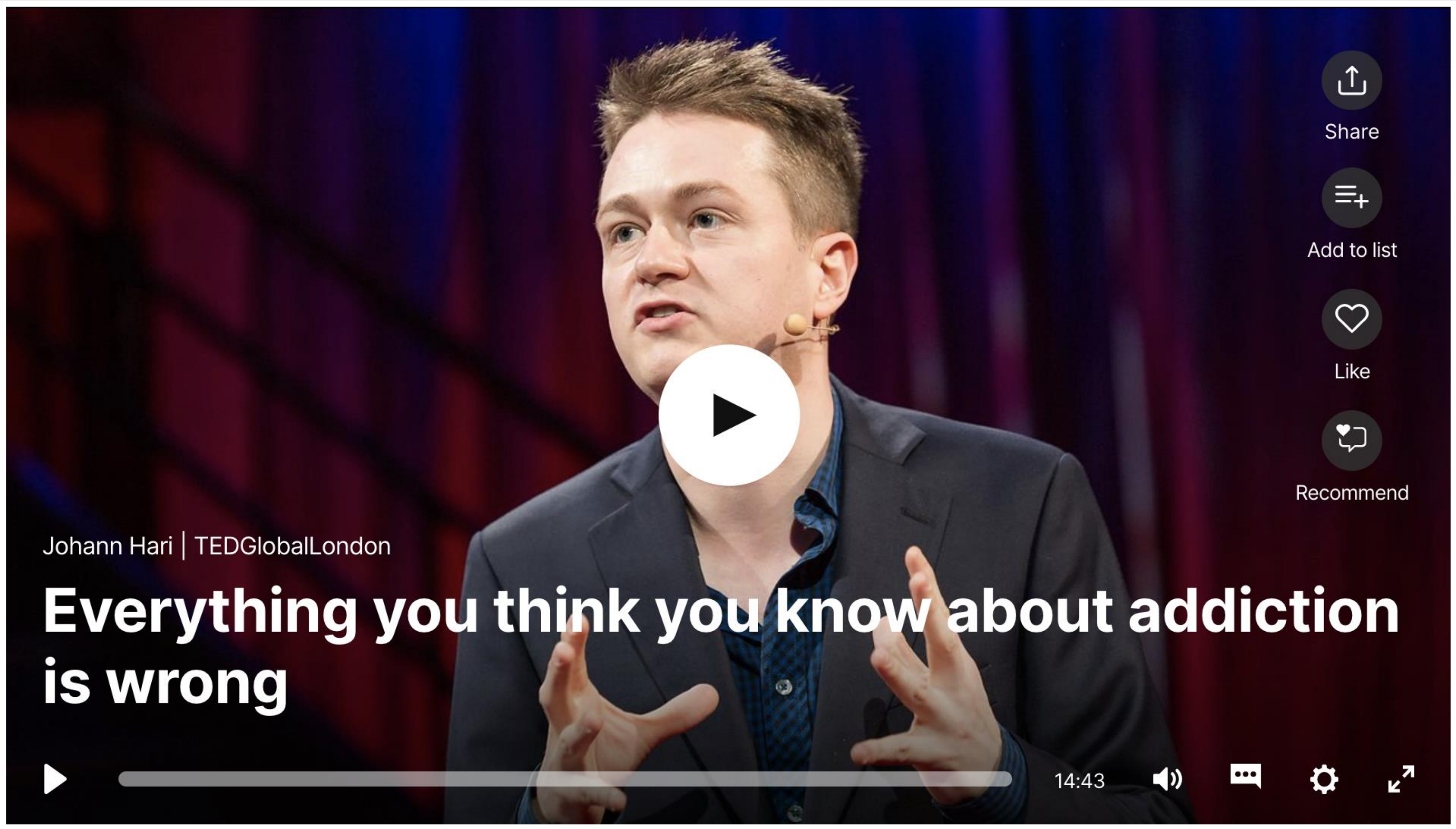
 Download citation

 <https://doi.org/10.3402/ejpt.v5.23970>



Very few can “go it alone” and interviews with resilient individuals often yield acknowledgment of invaluable social support. Considerable emotional strength accrues from close relationships with people and even organizations.





Johann Hari | TEDGlobalLondon

# Everything you think you know about addiction is wrong



Share



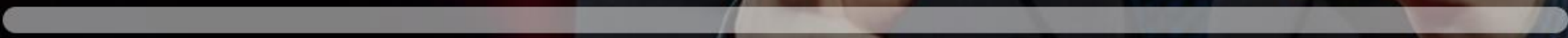
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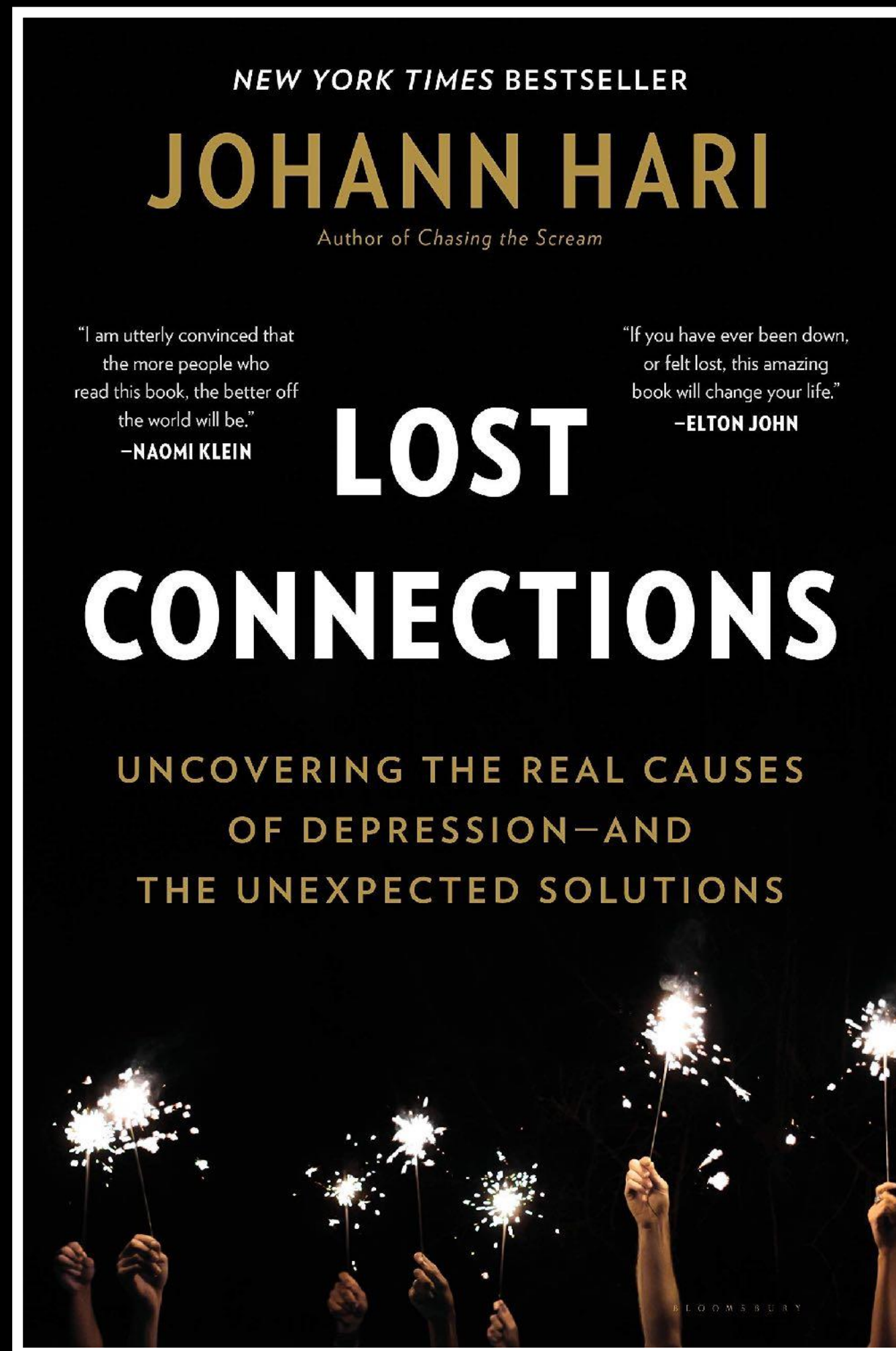
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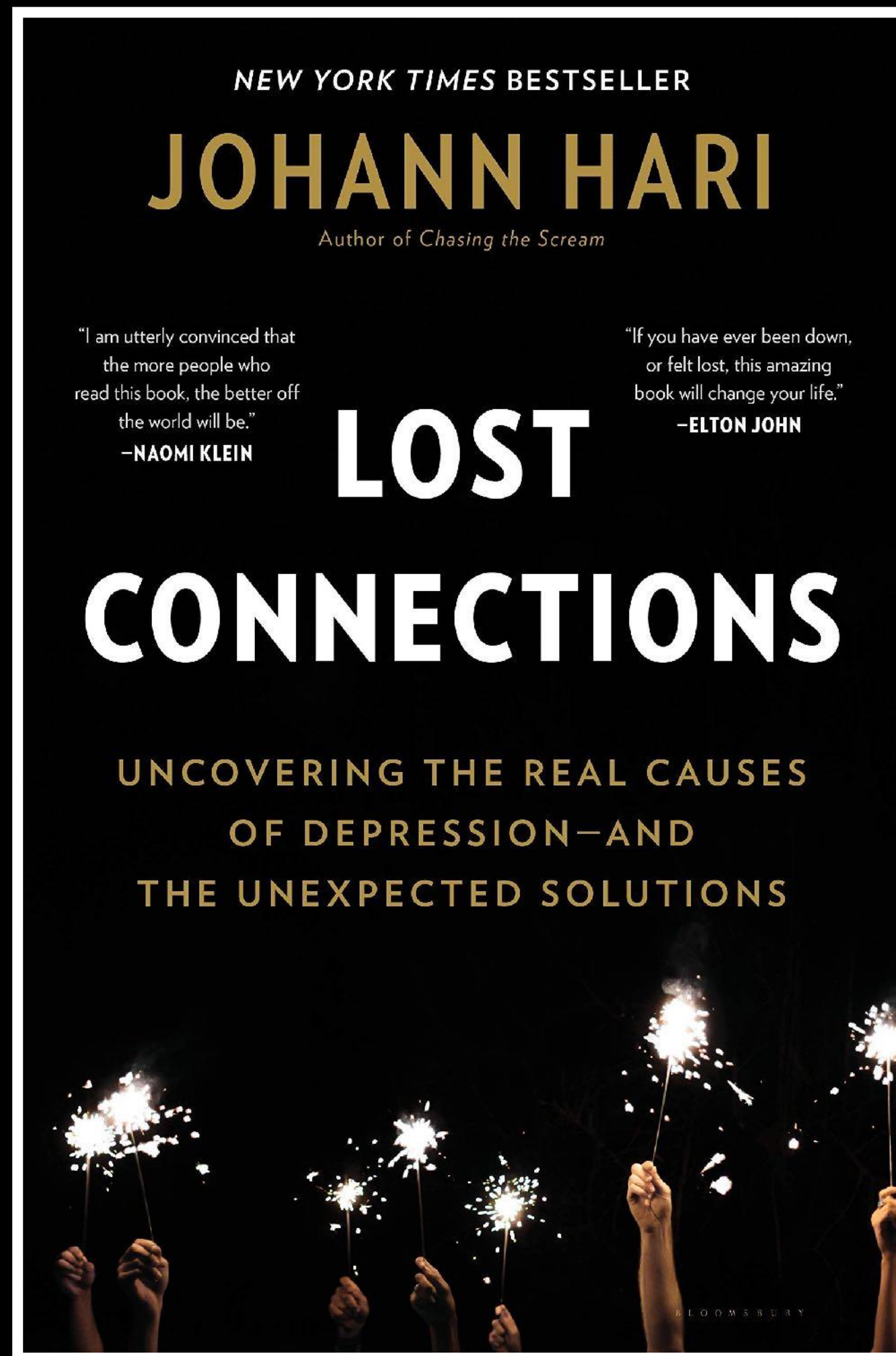






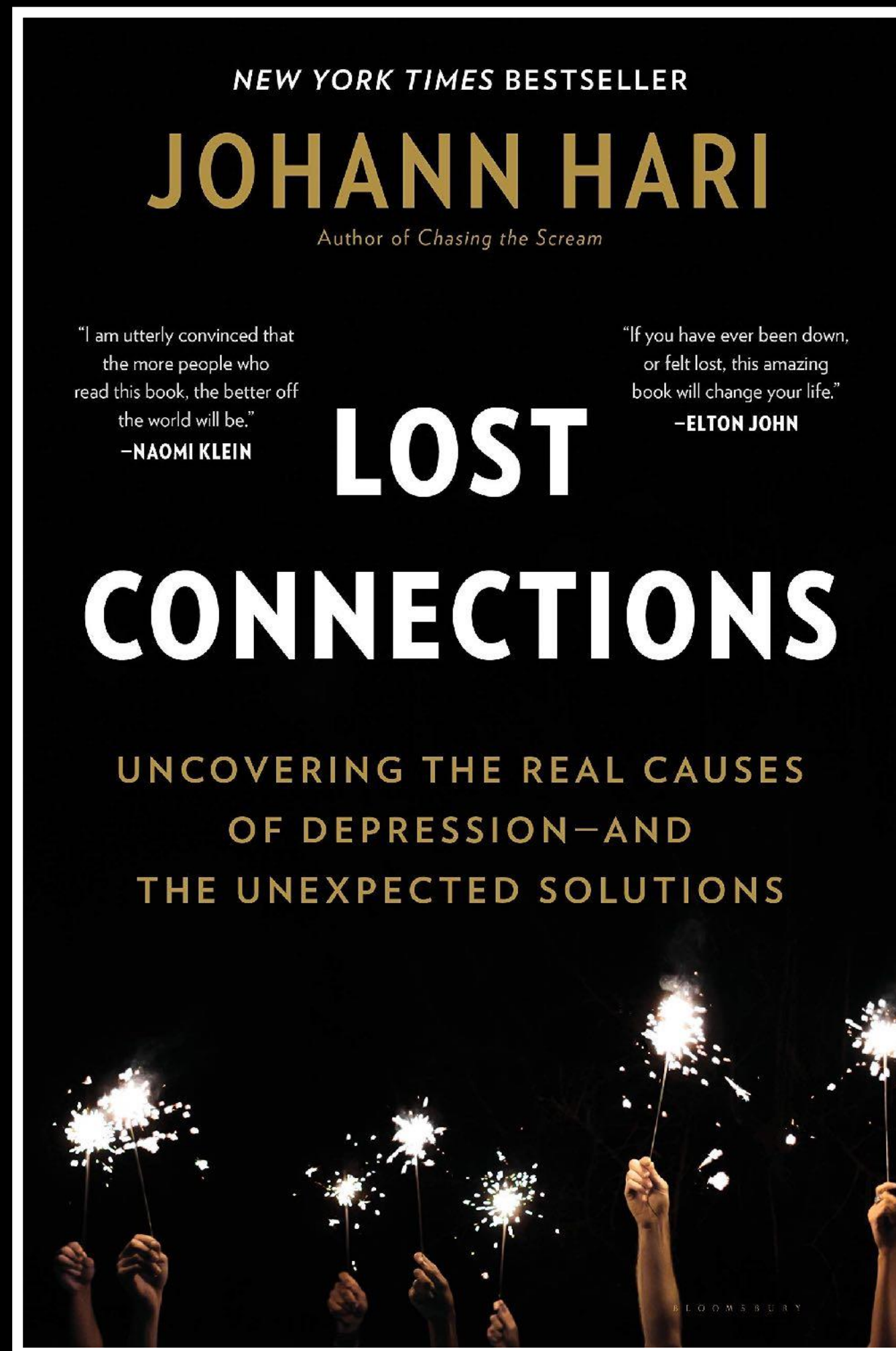
The Internet was born into a world where many people had already lost their sense of connection to each other. The collapse had already been taking place for decades by then.





The web arrived offering them a kind of parody of what they were losing—Facebook friends in place of neighbors, video games in place of meaningful work, status updates in place of status in the world.





The comedian Marc Maron once wrote that “every status update is a just a variation on a single request: ‘**Would someone please acknowledge me?**’”



5

The stories we to  
record and share....





For the individual, the internal process of sense-making about the world and personal experience is commonly a process of finding and owning a story.



Bates, P. and Gilbert, P. (2008), "I Wanna Tell You a Story': Leaders as Storytellers", *International Journal of Leadership in Public Services*, Vol. 4 No. 2, pp. 4-9.



Stepping into the story told by another can expand our own emotional life and add new possibilities for our own story.



Bates, P. and Gilbert, P. (2008), "I Wanna Tell You a Story': Leaders as Storytellers", *International Journal of Leadership in Public Services*, Vol. 4 No. 2, pp. 4-9.



Sometimes it is important to  
construct a new story to replace an  
old one.



Bates, P. and Gilbert, P. (2008), "I Wanna Tell You a Story': Leaders as Storytellers",  
*International Journal of Leadership in Public Services*, Vol. 4 No. 2, pp. 4-9.



"The real difference between telling what happened and telling a story about what happened is that instead of being a victim of our past, we become master of it."

*-Donald Davis*







**Crucibles are  
unavoidable.**



**You have to choice to take what  
you learned from the last one to  
prepare for the next one.**



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