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# How to measure workplace courage

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*CourageousWorkplaces works with Leaders and Communities to inspire, assess, advise, develop and implement courageous workplaces.*

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## Is Workplace Courage Measureable?

*The short answer is a resounding yes!*

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.

When organisations are unable to predict the future, they have to rely upon employees who are prepared to step out of their job descriptions and identify issues and opportunities, share better practices, take risks, believe in the organisation and want it to be successful.

Courage is the competency that allows employees to act differently from what has been done in the past or from what are accepted 'norms'. However, employees who act or behave differently risk being socially excluded or ostracised from their workgroup or the organisation.

### *Courage is a set of measurable behaviours*

Academics have started to define workplace courage as a set of behaviours, underpinned by a set of traits. What this means in practice is that workplace behaviour can be observed in any employee in the workplace, although employees with higher levels of certain 'traits' are more likely to be courageous (Kilmann et al 2009, Sekerka et al 2009)

At *CourageousWorkplaces* we have taken such cutting edge research and, combined with our own work, built two measurement tools:

1. **The Seven Faces of Courage™ Model:** An individual response questionnaire based on our bespoke model designed to measure levels of workplace courage in individuals / small groups.
2. **Creating a Courageous Workplace Toolkit™:** A facilitator led analysis tool based on our bespoke model designed to measure levels of workplace courage in large teams, functions and organisations.

While workplace courage is an individual set of behaviours, workplaces can become courageous by defining a common vision and set of values, enabling employees, removing blockers and creating a culture that reinforces 'courage' as a core value. CourageousWorkplaces's Models enable workplaces to assess both existing levels of workplace courage and the success of any subsequent intervention.



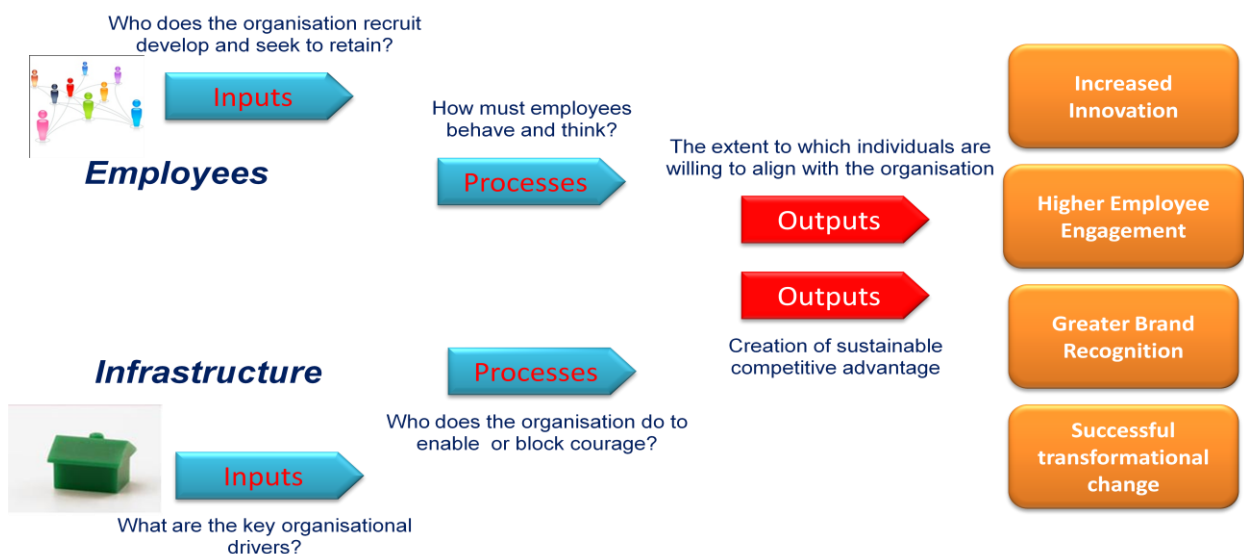
## The Seven Faces of Courage™

Defining Courage as a competency has meant that for the first time individuals and organisations are able to objectively assess their levels of courage. Once defined and measured we encourage individuals to sign-up to their own 'Courage Charter' whilst Organisations can put in place the relevant courage training.



## Creating a Courageous Workplace Toolkit™

The steps to creating a Courageous Workplace are clearly laid out and therefore can be planned, tracked and measured.





## What organisations benefit most from a courageous workforce?

Courageous workplaces benefit all organisations. There are both short-term and longer-term benefits from increasing the courage of employees.

However, **organisations often arrive at the 'gates of workplace courage' during times of great change** i.e. when undertaking a significant acquisition or merger, where survival is uncertain or where a radical change in strategy or business model is required. Such organisations are required to transform themselves and where there is uncertainty about the future, success is built on understanding the shared values, seeking and trusting all relevant information, agreeing and working towards new opportunities.

*A courageous workforce believes in the organisation and what it stands for. Employees are therefore prepared to take personal risks in following the leadership team and owning a new future.*

Where an **organisation or team is not facing the immediate need to transform**, i.e. they might be seeking to gain or retain competitive advantages or wanting to be more innovative or customer focused, building a courageous workforce is a long term strategy to engage employees in order to become more flexible and responsive, more willing to share and be creative and more willing to work for the greater good.

## What can an organisation do?

Courage is a set of behaviours i.e. a combination of competencies and habits, so they can be

- Assessed and quantified (different levels are possible)
- Recruited
- Developed
- Supported

Organisations can build a courageous workplace by

- Removing blockers e.g. don't punish failure, reduce hierarchical power structures, focus job descriptions on output and not process
- Adding enablers e.g. 2 way communication, access to information, reward team working, articulate common values and goals, link employee roles to business strategy, reward innovation
- Creating a culture that recognises the value of all employees, encourages a shared responsibility and commitment to the greater good, articulates and supports shared values, seeks openness of knowledge
- Developing the courage competency and habits in individuals

**If you'd like to know more about workplace courage and how you can build a courageous workplace, contact CourageousWorkplaces on 0845 862 1767 or [enquiries@courageousworkplaces.com](mailto:enquiries@courageousworkplaces.com)**

### About CourageousWorkplaces

At CourageousWorkplaces we work with Leaders and Communities to inspire, assess, advise, develop and implement courageous workplaces. We take academic theory and make it a practical reality to help you unlock your organisation's potential.

Our reach is global and we work with clients from a wide range of profit and non-profit organisations in every sector.