

# COURAGE

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The BRIGHTON GROUP

 oiPartners Inc.

The Brighton Group/OI Partners Inc. is a locally owned and managed consulting firm specializing in career and organizational transition services. In-depth, one-on-one consulting is the core of our distinctive approach.

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Organizational leadership, these days, is not for the fainthearted. Challenges are daily, adjustments are constant, talent is at a premium, and demand for results high. How is it that some leaders seem to successfully surf the changing waves of organizational life while others are often caught in the turbulence and undertow? In our experience, resilient and successful organizational leaders demonstrate four types of courage.

- **Courage of Conviction.** Uncertain times drive leaders in one of two directions. They either move toward expedient and self-serving accommodations and adjustments, or they reach deeper to find and surface their convictions for embracing the organizational and business challenges they are facing. This courage of conviction is essential to successful strategy and team development.
- **Courageous Disciplines.** Successful organizational leaders bring with them a set of personal and corporate disciplines that keep them rooted in market, customer, and organizational reality. These disciplines may be guided by experience, research, relationship, or insight. Whatever the mechanism for keeping in touch with current and future challenges, the end result is the same – judgment and focus that moves the organization forward.
- **Courage to Empower.** Exceptional leaders have mastered the art of surrounding themselves with diverse and complementary talent. They invest the time in making thoughtful hiring decisions with a view toward strengthening the team and serving the changing needs of the organization. They value synergy above unity and create an atmosphere where every voice matters, issues and concerns are aired openly with an eye toward solutions, and the best idea wins resources and rewards.
- **Courage to Release.** Leaders who value talent recognize that every contribution has a shelf life within the organization. They are willing to make the difficult call when it becomes clear that extending the employment of a valued direct report would compromise the current or future viability of the organization. These decisions are exercised openly and respectfully with a concern for timing, the impact on other staff, and assisting the individual in bridging to her/his next position.



These dimensions of leadership courage have a penetrating and sustaining affect on the organization. When fully present and operational, they bring vitality, focus, and resolve to divisions, departments, and work teams that have a transforming influence. Uncertainties and losses that seemed overwhelming become waves of opportunity and challenges to navigate and ride to a better destination, together.

*“A better human experience...for a better business outcome”*

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