

# EMERGING WOMEN LEADERS

3 X 20-MINUTE MASTER CLASSES  
LED BY TEMPO EXPERTS

Friday, April 9th  
8 to 9:30 a.m. (Zoom)

[Register at tempomilwaukee.org](https://tempomilwaukee.org) | Guests \$10



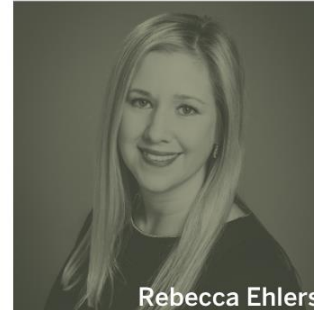
Ann Woelfel



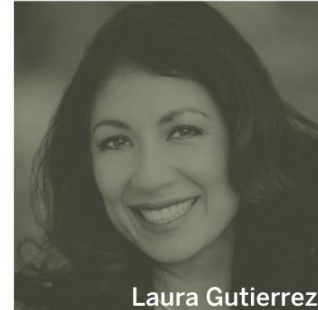
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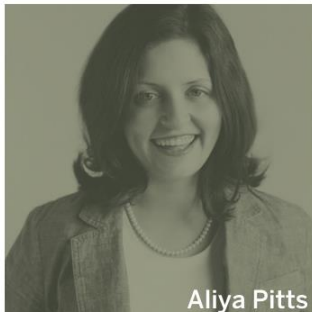
Lori Richards



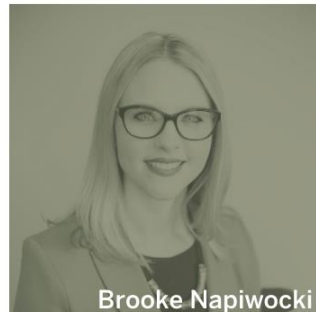
Rebecca Ehlers



Laura Gutierrez



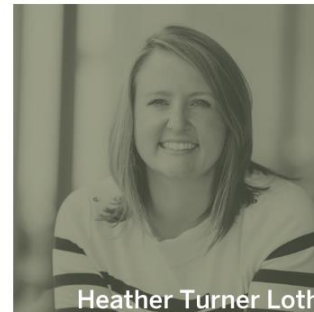
Aliya Pitts



Brooke Napiwocki



Kathy Thornton-Bias



Heather Turner Loth



Kathleen O'Leary

## TOPICS:

Covid Caregiving • Time for a Change? • Career + Community Involvement • Management Material • Managing Up • So You Want to Talk About Race at Work • How to Shift Your Professional Success into Financial Success • Strategic Thinking 101 • Successful Change Leaders • Gaining Alignment as a Leader



Ann Woelfel



DeVona Wright Cottrell



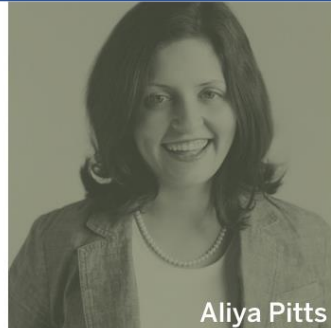
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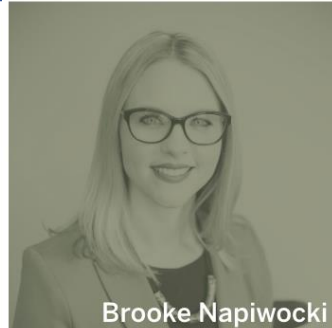
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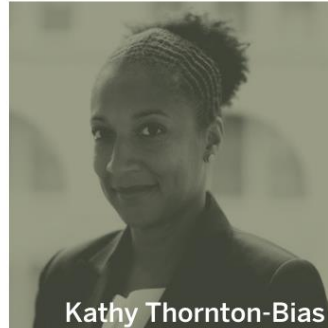
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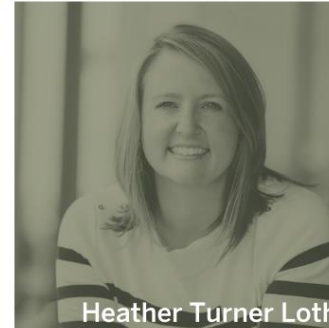
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Heather Turner Loth



Kathleen O'Leary

COVID CAREGIVING  
LED BY ANN WOELFEL, PRINCIPAL, WOELFEL CONSULTING  
[ANN.WOELFEL@GMAIL.COM](mailto:ANN.WOELFEL@GMAIL.COM)

A space to discuss how the pandemic has highlighted and compounded issues of work/life balance for EWL's working mamas and/or other types of caregivers.



# Caregiving in the time of Covid

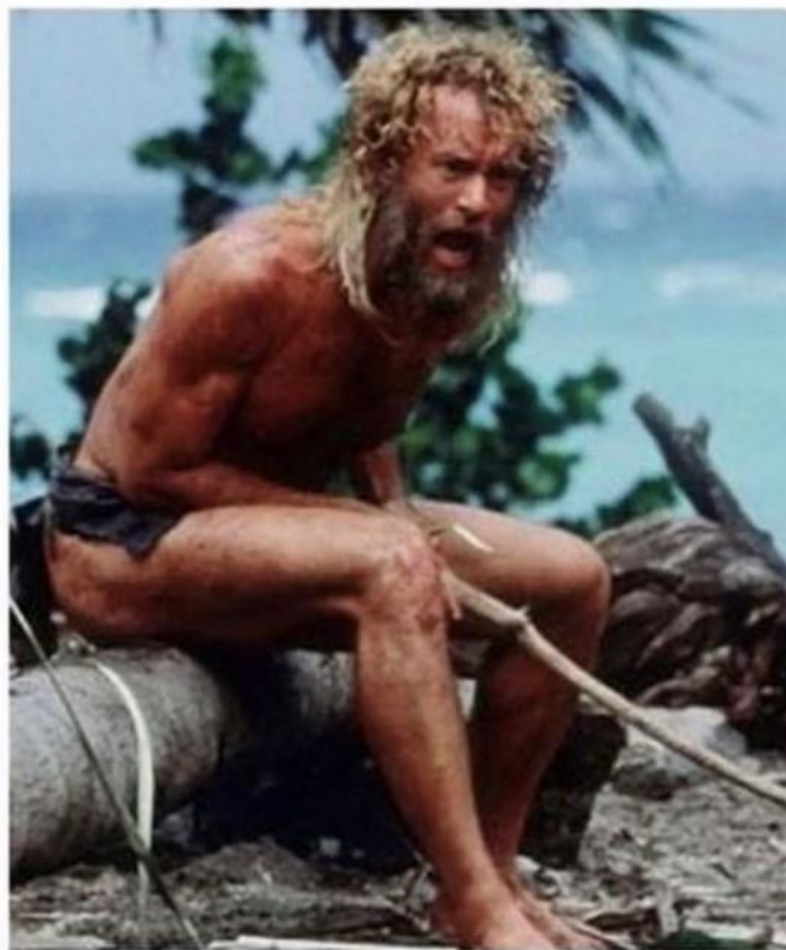
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EWL PROGRAM MEETING  
FRIDAY, APRIL 9, 2021

# Me and my social skills

March 2020

March 2021



# A YEAR FOR THE RECORDBOOKS

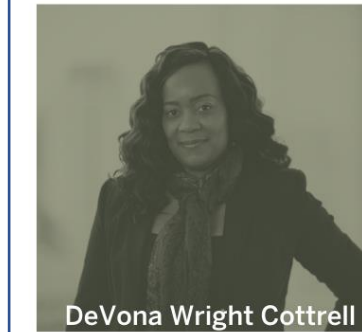
- Global pandemic – world comes to a halt
- Instant change to way of life
- News, news, news – the year of “who knows the most”
- Increased demands at work (at best) or loss of work (at worst)
- Blurred lines between work and home
- High demands for working parents, especially with school-age children
- Concern for elderly friends and family
- Mental and physical health – loneliness, burnout, missed preventative care

# THE YEAR WE COULDN'T DO IT ALL, FOR REAL

- What's helped
- What's hindered
- What's next



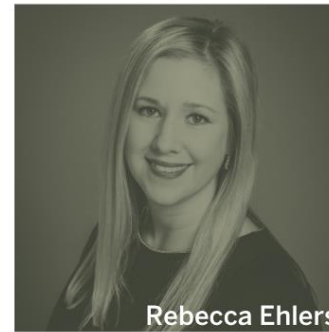
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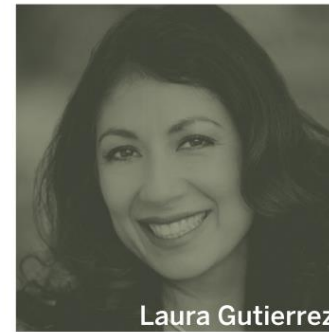
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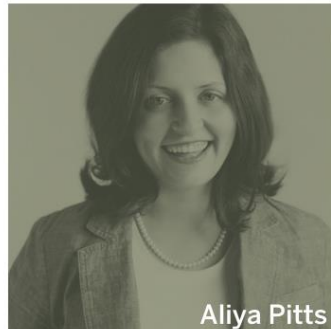
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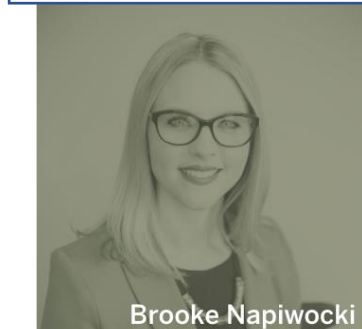
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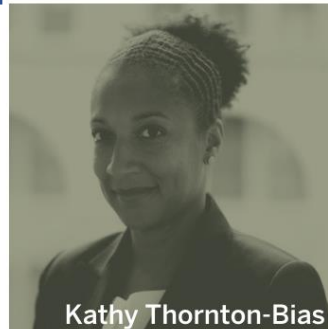
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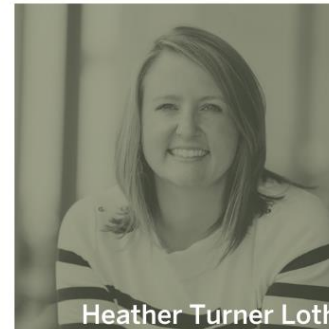
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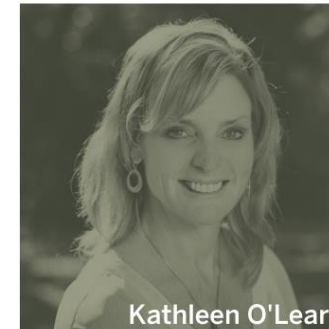
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Kathy Thornton-Bias



Heather Turner Loth



Kathleen O'Leary

TIME FOR A CHANGE?

LED BY DEVONA WRIGHT COTTRELL, GENERAL COUNSEL & CHIEF  
LEGAL OFFICER, GMR MARKETING AND TEMPO BOARD CHAIR ELECT  
[DWRIGHTCOTTRELL@GMRMARKETING.COM](mailto:DWRIGHTCOTTRELL@GMRMARKETING.COM)

How do you know when it's time to seek a new opportunity - either a new role internally  
or at a new company entirely? And, once you've committed, what are the next steps?

# DeVona Wright Cottrell GMR Marketing LLC

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CHIEF LEGAL OFFICER & GENERAL COUNSEL

TEMPO VICE-CHAIR



# Time for a Change - LEAP

## Know Thyself

- ▶ Your Vision/Mission – Your Why
- ▶ What are your Drivers?

## Where Are You Now

- ▶ Current Role/Industry
- ▶ Strengths, Gaps

## Get Behind the Wheel & Be Open

- ▶ Future Role/Industry (Know Plan A & Plan B)
- ▶ Be Ruthless

## Don't Do It Alone

- ▶ Engage Your Champions
- ▶ Build Your Bench

## Take Risks – Make Decisions - LEAP

- ▶ Do it Scared

**DREAM IT, SPEAK IT, BELIEVE IT, ACHIEVE IT!**



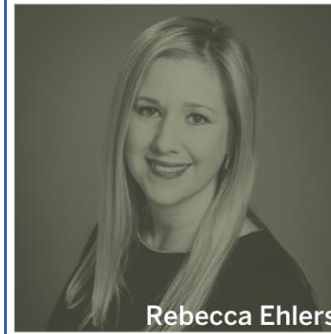
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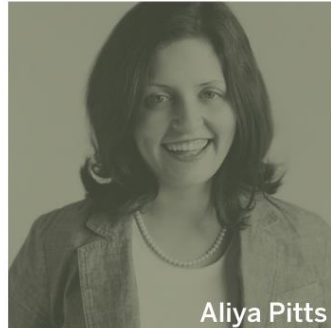
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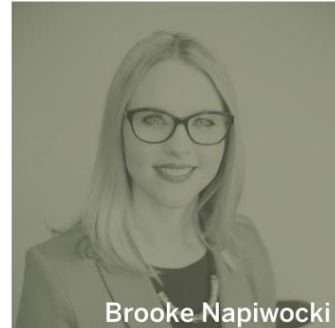
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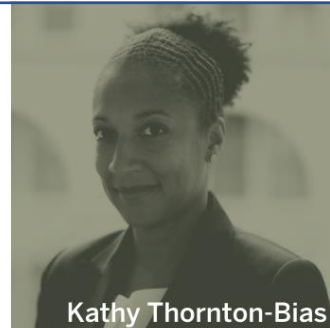
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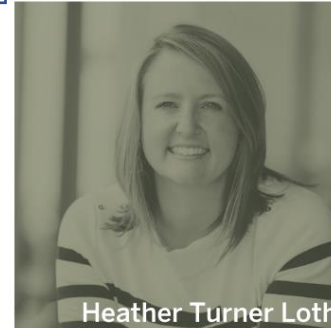
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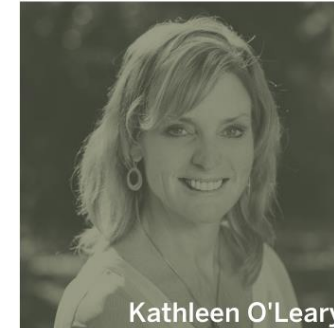
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Heather Turner Loth



Kathleen O'Leary

CAREER + COMMUNITY INVOLVEMENT  
LED BY LORI RICHARDS, CEO, MUELLER COMMUNICATIONS AND  
TEMPO BOARD CHAIR

[LRICHARDS@MUELLERCOMMUNICATIONS.COM](mailto:LRICHARDS@MUELLERCOMMUNICATIONS.COM)

There's no shortage of non-profit and service opportunities to get involved in. How do you find one that aligns one with your passions and goals?



*Career*

+

*Community Involvement*



*Hello!*

**I am Lori Richards.**

My husband says I must be part social worker because I want to help everyone.



“

*How do you find a service  
opportunity that aligns  
with your passion and  
goals?*



## *Start with your goals:*

- ◆ Is this about giving back?





## *Start with your goals:*

- ◆ Are you looking for networking opportunities?



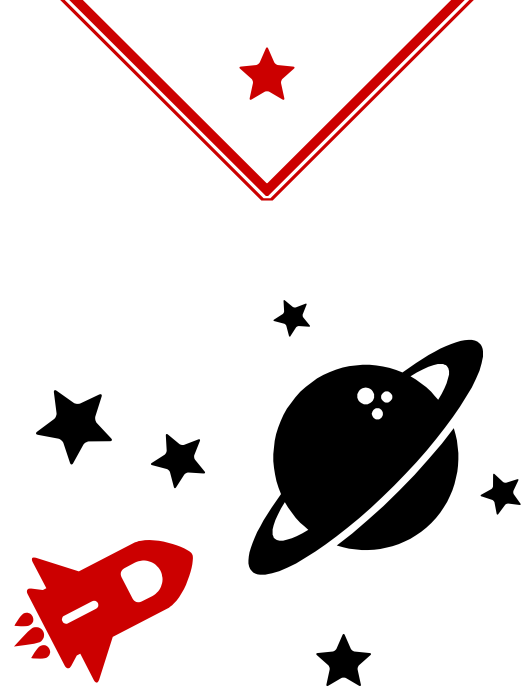


## *Start with your goals:*


- ◆ Do you desire to learn new professional skills?







*Did you ever think you might be able  
to do it all with one opportunity?*

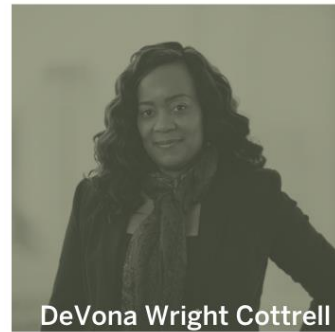


*Ever think about  
sitting on a non-  
profit board of  
directors?*





Ann Woelfel



DeVona Wright Cottrell



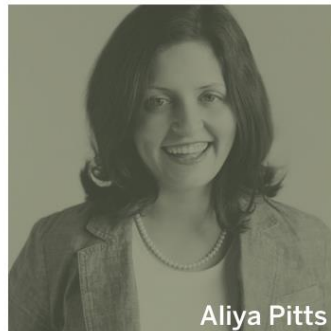
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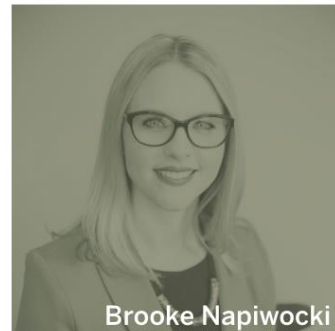
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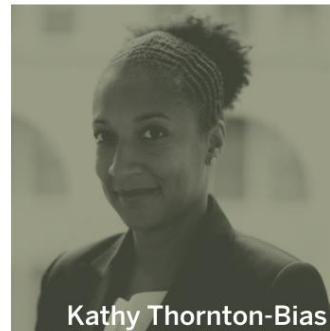
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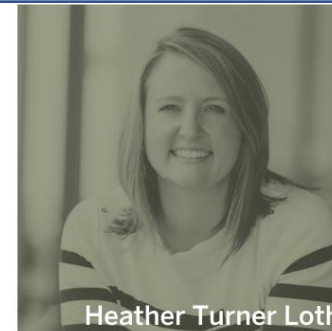
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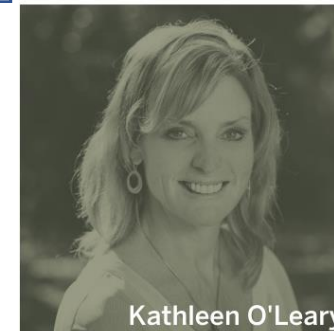
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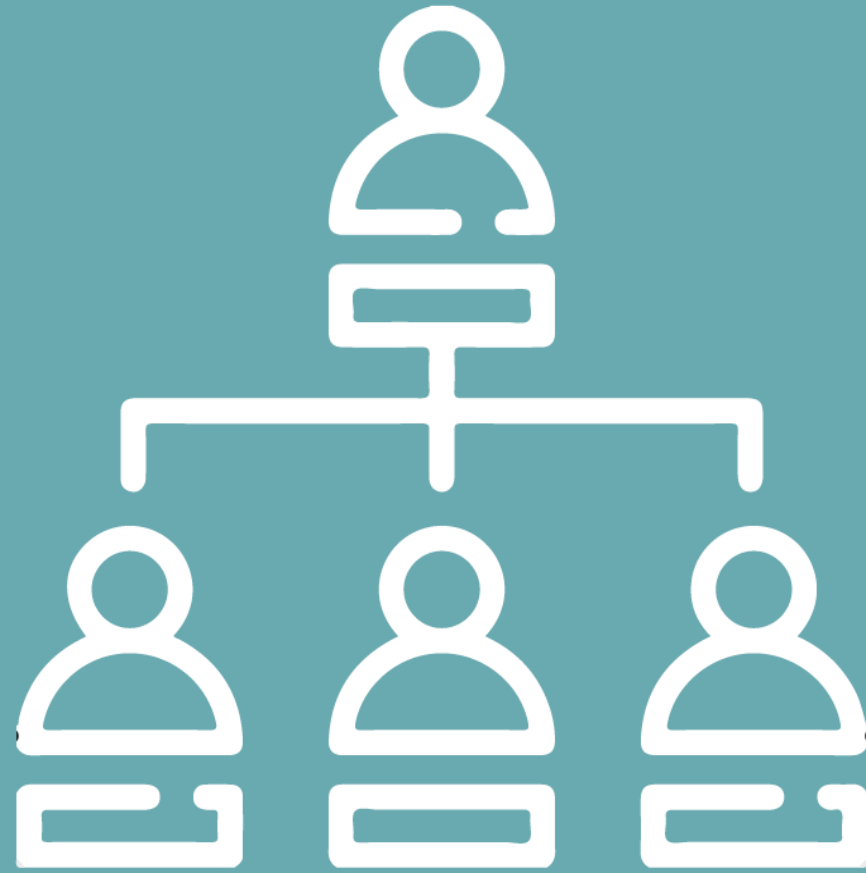


Kathleen O'Leary

MANAGEMENT MATERIAL  
LED BY REBECCA EHLERS, VP MARKETING & COMMUNICATIONS,  
LUMIN SCHOOLS

[EHLERS@LUMINSCHOOLS.ORG](mailto:EHLERS@LUMINSCHOOLS.ORG)

I've been tapped to be a manager – but no what has taught me how! Advice on what to do now.



# MANAGEMENT MATERIAL

Presented by Rebecca Ehlers

“

When you give someone your time, you are giving them a portion of your life that you'll never get back. Your time is your life. That is why the greatest gift you can give someone is your time.

”

Rick Warren  
A Purpose Driven Life

## Make the Time

- Regular and timely meetings on the calendar
- Project check-ins
- Open door policy
- Hallway conversations

“

Be a yardstick of quality.  
Some people aren't  
used to an environment  
where excellence is  
expected.

”

Steve Jobs

## Equip Employees With What They Need to Succeed

- Be clear with your expectations
- Communicate and set realistic deadlines
- Ensure your goals are aligned
- Resources
- Trust
- INSPIRATION!

“

We all need people who  
will give us feedback.  
That's how we improve.

”

Bill Gates

# Continuous Feedback

- Review should not be the only time feedback is given
- Mistakes and bad practices, when addressed in the moment, become learning opportunities
- Praise reinforces desired outcomes and bolsters employee confidence. Most people aim to please if they understand what pleases you and why
- Stay interviews



“

Everyone talks about building a relationship with your customer. I think you build one with your employees first.

”

Angela Ahrendts  
Senior Vice President, Apple

## Manage a Team of Individuals

- You can treat everyone differently while still treating them fairly and with respect
- Embrace differences and use them wisely
- Inspire and reward people in the language that speaks to them
- Recognize how people want to send and receive information
- Recognize the whole person, not just the professional side

“

People don't care how much you know until they know how much you care.

”

Teddy Roosevelt

## Build a Collaborative Environment

- Give employees space to experiment, do it their way and make mistakes once in awhile
- Empower employees to push back
- Ask employees what they think, by name
- Ask for feedback
- Give credit where credit is due
- Celebrate others' success
- Earn trust

“

Healthy organizations believe that performance management is almost exclusively about eliminating confusion. They realize that most of their employees want to succeed, and that the best way to allow them to do that is to give them clear direction, regular information about how they're doing, and access to the coaching they need.

”

Patrick Lencioni  
The Advantage

## Communicate & Provide Context

- Help employees understand the “why” behind projects, decisions and strategic direction
- Show employees how their work fits into the bigger picture
- When communication is lacking, employees will fill the silence with their own narrative
- Be proactive in sharing impending shifts in operating procedures, mission or strategy

“

For our own success  
to be real, it must  
contribute to the  
success of others.

”

Eleanor Roosevelt

## Push Professional Development

- Discuss employee's long-term goals
- Ask if there is anything they want to be involved in
- Create opportunities for skill-building
- Make connections to mentors
- Be supportive of external professional development opportunities

“

The old adage  
“People are your most  
important asset”  
turns out to be wrong.  
People are not your  
most important asset.  
The right people are.

”

Jim Collins  
Good to Great

## Focus on the Right People

- Hire slowly and fire quickly
- One bad apple can spoil the bunch
- Manage team conflict
- 36 hours of pain worth the long-term gains

“

True leadership stems from individuality that is honestly and sometimes imperfectly expressed. Leaders should strive for authenticity over perfection.

”

Sheryl Sandberg  
Chief Operating Officer, Facebook

## Be Real. Be Humble. Be You.

- You don't have to be the expert at all times
- It's okay to show vulnerability
- Be humble enough and wise enough to learn from your employees
- Let your team see the real you behind the business suit



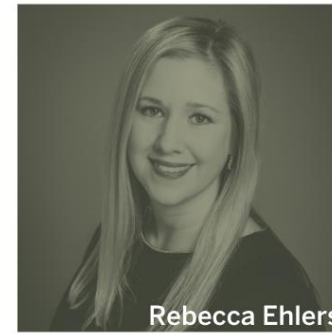
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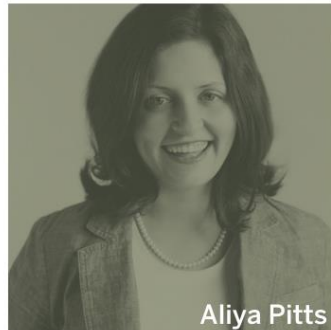
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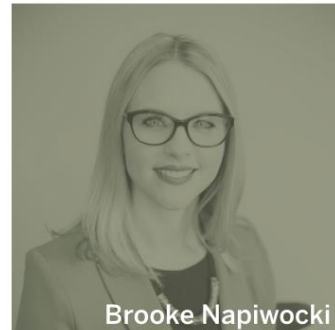
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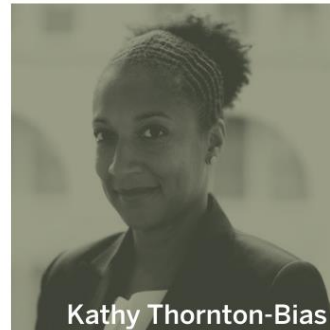
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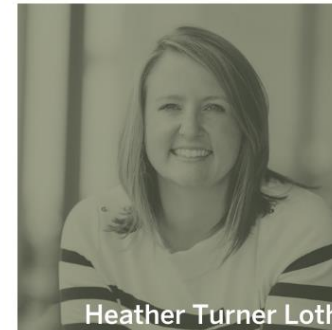
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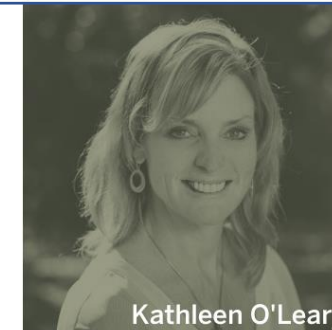
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Kathleen O'Leary

MANAGING UP  
LED BY LAURA GUTIÉRREZ, EXECUTIVE DIRECTOR, UNITED  
COMMUNITY CENTER  
[LGUTIERREZ@UNITEDCC.ORG](mailto:LGUTIERREZ@UNITEDCC.ORG)

Get comfortable voicing your opinions and feedback to (and perhaps respectfully challenging!) higher-ups, including your boss.



# Managing Up

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Laura Gutiérrez  
United Community Center  
Executive Director

April 2021



# The Value of Feedback

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**Topic:** *Managing Up. Get comfortable voicing your opinions and feedback to (and perhaps respectfully challenging!) higher-ups, including your boss*

## **FEEDBACK:**

- Feedback should be perceived as a positive interaction that helps one's career path and not a negative personal interaction.
- Build a trusting relationship – you need to know how the other person likes to receive feedback – in person, via email, are they defensive or welcome feedback?



# Giving Feedback how it will be best received!

- Give feedback immediately – don't wait.
- Be specific – You did X and it caused Z.
- Be firm and professional not emotional and mean.
- Confidential

## Questions to ask before providing feedback:

- What do you think people's take away's were after you spoke?
- What could you do differently in the future?
- Is it okay if/do you mind if I shared my perspective with you?

# Final Suggestions

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- **Don't be afraid to approach the most senior leader in your organization regardless of how much of a junior leader you think you are.**
- **Reach out to people you admire and seek out mentors for their opinions.**
- **Best honest and sincere.**



# Tips:

## When sharing information with your manager remember these tips:

- Always have a clear facts and backup information to support your case
- Speak calmly and respectfully
- Use words that indicate is your opinion but based on experience..
  - *In the past, when we have tried this, I have seen...*
  - *In my experience with similar projects, this has worked...*



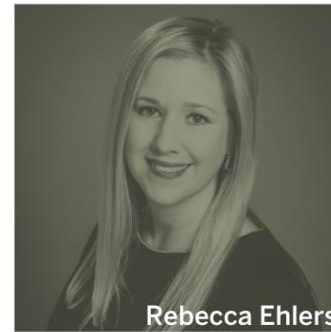
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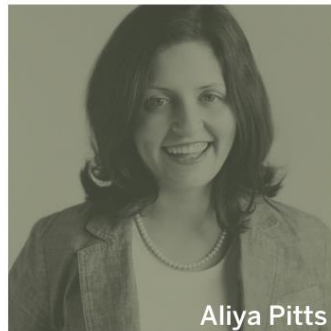
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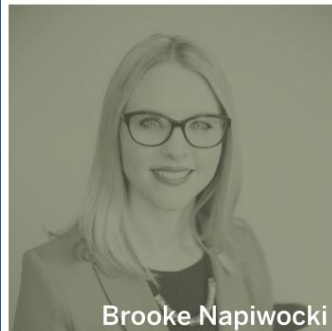
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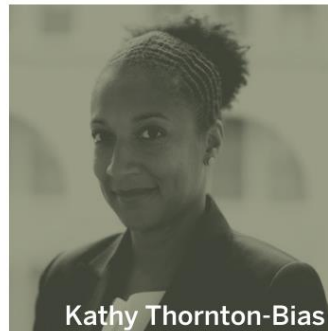
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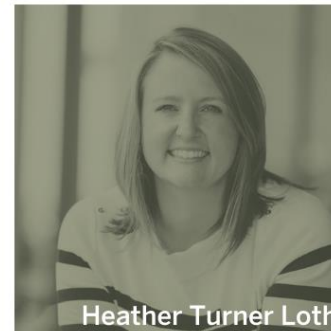
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Kathleen O'Leary

SO YOU WANT TO TALK ABOUT RACE AT WORK  
LED BY ALIYA PITTS, CHIEF ADVANCEMENT OFFICER, THE PRAIRIE SCHOOL  
[APITTS@PRAIRIESCHOOL.COM](mailto:APITTS@PRAIRIESCHOOL.COM)  
Leading with a diversity, equity and inclusion (DEI) lens, without a formal DEI title.

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# SO YOU WANT TO TALK ABOUT RACE AT WORK.

**ALIYA PITTS**

CHIEF ADVANCEMENT OFFICER

THE PRAIRIE SCHOOL

# WE CARE...BUT DO WE ACT?

- Diversity fatigue
- Issue complexity
- Where we focus
- Science

# PERSPECTIVES: OTHERS' + YOUR OWN

- What's *your* why?
- Who are *you*?
- What do and don't *you* know?
- What do *you* have control over?

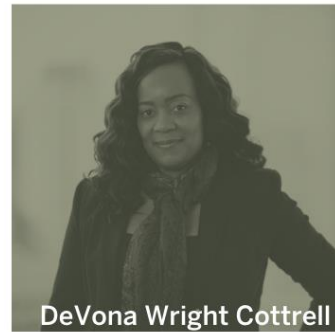


# WHAT CAN I DO?

- Stay curious: listen + *hear*
- Anticipate the uncomfortable
- Seek opportunities + be unconventional
- Put the medicine in the applesauce
- Buddy up!
- Use your networks
- Stay humble
- Play the long game
- Just get started



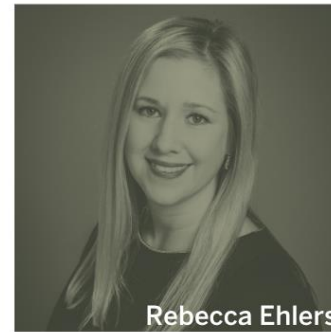
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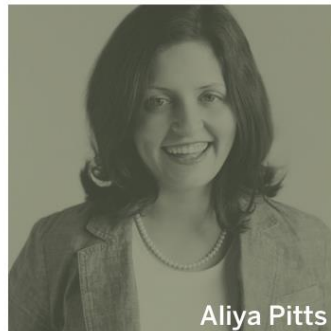
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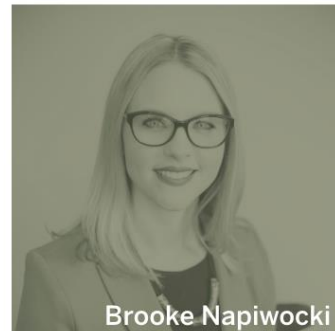
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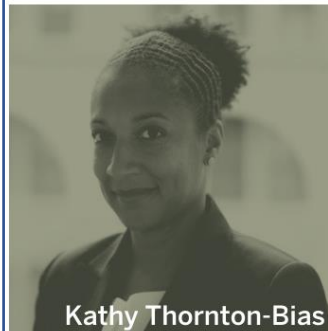
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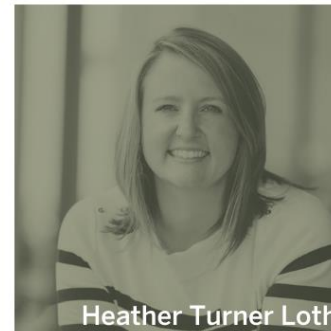
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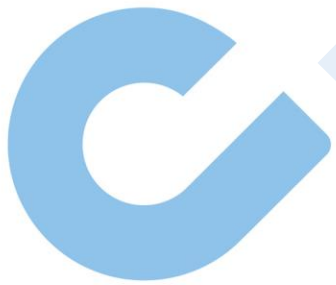
Heather Turner Loth



Kathleen O'Leary

HOW TO SHIFT YOUR PROFESSIONAL SUCCESS INTO FINANCIAL SUCCESS  
LED BY BROOKE NAPIWOCKI, DIRECTOR OF FINANCIAL PLANNING,  
CRESCENDO WEALTH MANAGEMENT  
[BNAPIWOCKI@CRESCENDOWM.COM](mailto:BNAPIWOCKI@CRESCENDOWM.COM)

You're working like crazy – so make it pay off by building wealth.



**CRESCENDO**  
*Wealth Management*  
LLC

# ***Personal Finance Basics***

**How to shift your professional success into financial success.**

# Start with questions, not answers

- Why is money important to you?
- What is holding you back from meeting financial goals?
- Who and what do I value?
- What messages did I learn about money in childhood (negative/positive)?
- What is my definition of wealth?
- Do you have financial fears?



# Human Capital as an Asset

	Q3 2010	YE 2010	Q1 2010	
<u>Account Balances</u>	<u>Sep 2010</u>	<u>Dec 2010</u>	<u>Mar 2011</u>	<u>Apr 2011</u>
<b>ASSETS</b>				
<b>Cash and Bank Accounts</b>				
Cash	0.00	240.00	130.00	170.00
Checking	5,499.95	5,758.07	5,728.72	7,305.76
Savings	0.00	1,700.34	4,564.41	2,767.39
<b>TOTAL Cash and Bank Accounts</b>	<b>5,499.95</b>	<b>7,698.41</b>	<b>10,423.13</b>	<b>10,243.15</b>
<b>Investments</b>				
Roth IRA	17,565.65	19,543.86	21,350.24	24,299.03
Brokerage Investments	9,603.76	1,296.78	1,494.78	1,464.78
<b>TOTAL Investments</b>	<b>27,169.41</b>	<b>20,840.64</b>	<b>22,845.02</b>	<b>25,763.81</b>
<b>TOTAL ASSETS</b>	<b>32,669.36</b>	<b>28,539.05</b>	<b>33,270.15</b>	<b>36,008.96</b>
<b>LIABILITIES</b>				
<b>Credit Cards</b>				
Credit Cards	4,346.04	120.63	0.00	0.00
<b>TOTAL Credit Cards</b>	<b>4,346.04</b>	<b>120.63</b>	<b>0.00</b>	<b>0.00</b>
<b>Other Liabilities</b>				
Student Loan - Personal	9,919.00	0.00	0.00	0.00
Student Loan - Parents	33,000.00	31,391.00	26,374.71	26,042.00
Other	3,420.00	1,109.00	0.00	0.00
<b>TOTAL Other Liabilities</b>	<b>46,339.00</b>	<b>32,500.00</b>	<b>26,374.71</b>	<b>26,042.00</b>
<b>TOTAL LIABILITIES</b>	<b>50,685.04</b>	<b>32,620.63</b>	<b>26,374.71</b>	<b>26,042.00</b>
<b>NET WORTH</b>	<b>(18,015.68)</b>	<b>(4,081.58)</b>	<b>6,895.44</b>	<b>9,966.96</b>

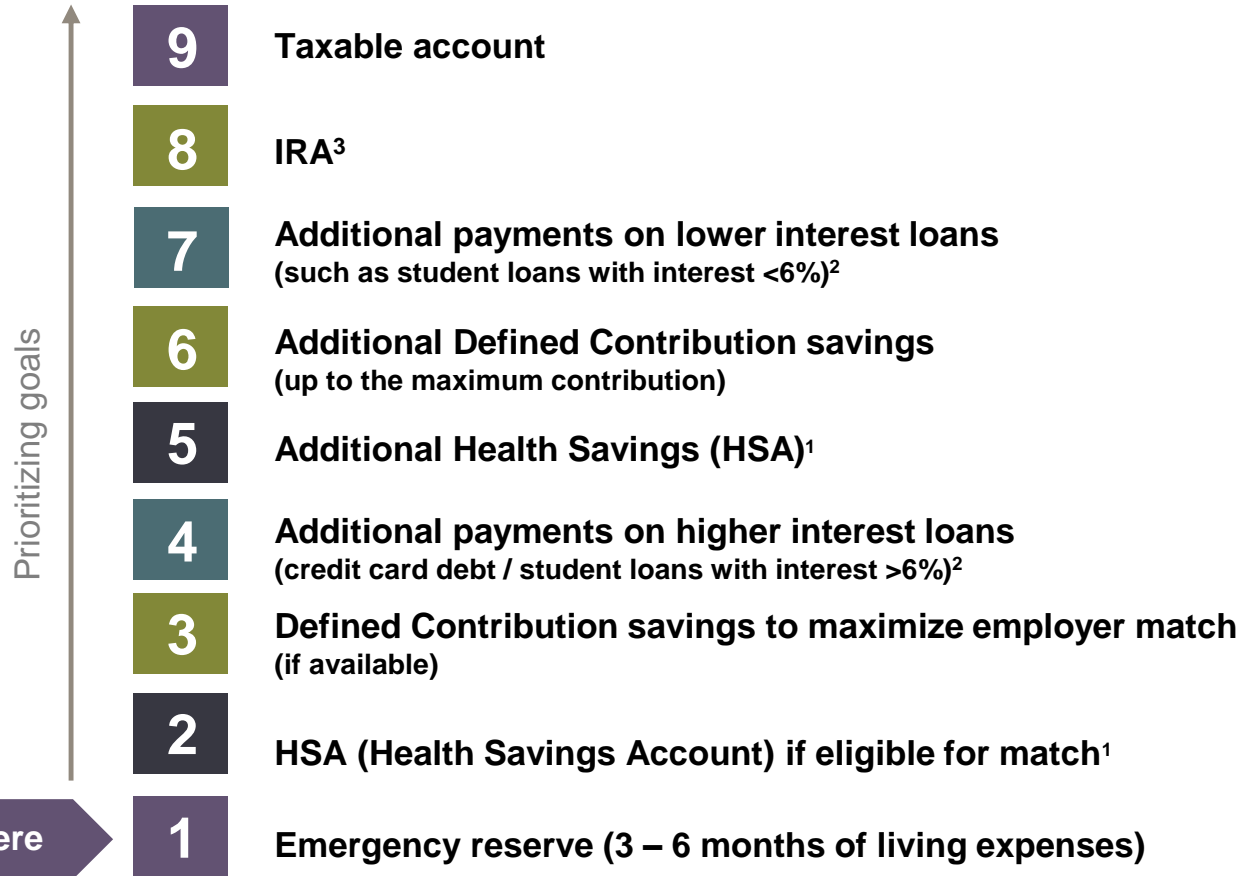
*“How do you maximize a client’s wealth? The answer may not lie in the investment portfolio, but in helping clients generate more revenue for their labor”*

**-Bob Veres**

# It's not just what you make – it's what you **KEEP and GROW!**

- Cashflow prioritization
  - Automate
  - Substitute and redirect
- Tax planning & tax smart investing
- Invest based on your growth objectives and time horizon





### GETTING STARTED

Start with emergency savings and make sure to take advantage of employer matching funds if they are available.

If long-term retirement savings are your objective, leave HSA funds in your account to grow while you fund current health care expenses from other accounts.

- Savings accounts and taxable brokerage accounts
- Tax-advantaged retirement savings accounts
- Additional loan payments / debt reduction
- Tax-advantaged savings for health care expenses

<sup>1</sup> Must have a high-deductible health insurance plan that is eligible to be paired with an HSA. Those taking Social Security benefits age 65 or older and those who are on Medicare are ineligible. Tax penalties apply for non-qualified distributions prior to age 65; consult IRS Publication 502 or your tax advisor.

<sup>2</sup> This assumes investment in a diversified portfolio may earn 6% over the long term. Actual returns may be higher or lower. Generally, consider making additional payments on loans with a higher interest rate than your long-term expected investment return.

<sup>3</sup> Income limits may apply for IRAs. If ineligible for these, consider a non-deductible IRA or an after-tax 401(k) contribution. Individual situations will vary; consult your tax advisor.

Source: J.P. Morgan analysis; not intended to be a personal financial plan.

# Focus on what you can control, take calculated risks

- Insurance
- Emergency fund
- Estate Planning
- Form your advice team with complexity
  - Professional Coach
  - Attorney
  - Certified Public Accountant
  - CERTIFIED FINANCIAL PLANNER™ Professional







# Key Takeaways....

- First identify your money mindset- how you think and feel about money. Align your resources with your values.
- Take care of your human capital – it may be your largest asset
- It's not just what you earn but what you keep and grow – saving, tax planning and investing
- Automate, substitute and redirect your cashflow (avoid lifestyle creep!)
- Focus on what you can control and take calculated risks
- Form your advice team with professional and /or financial complexity (Professional coach, Attorney, CPA, CFP® Professional)



**QUESTIONS?**

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# DISCLAIMER



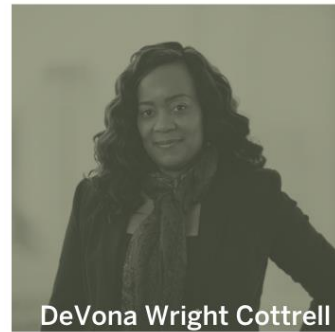
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**The opinions voiced in this material are for general information only and are not intended to provide specific advice or recommendations for any individual. To determine which investment(s) may be appropriate for you, consult your financial advisor prior to investing. The information provided is not intended to be a substitute for specific individualized tax planning or legal advice. We suggest that you consult with a qualified tax or legal advisor.**

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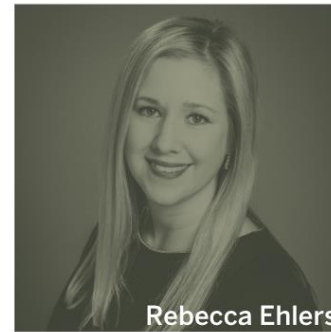
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DeVona Wright Cottrell



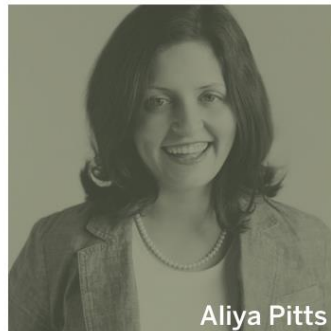
Lori Richards



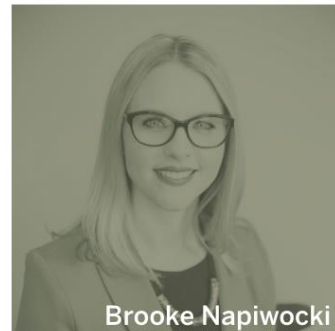
Rebecca Ehlers



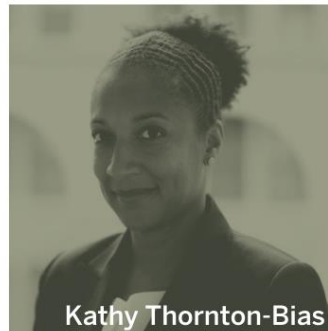
Laura Gutierrez



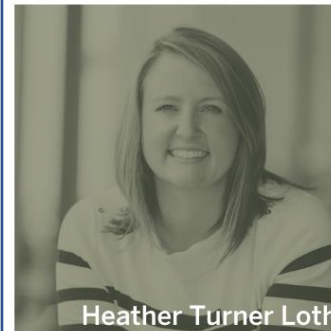
Aliya Pitts



Brooke Napiwocki



Kathy Thornton-Bias



Heather Turner Loth



Kathleen O'Leary

STRATEGIC THINKING 101  
LED BY KATHY THORNTON-BIAS, PRESIDENT & CEO, BOYS AND GIRLS  
CLUBS OF GREATER MILWAUKEE

[KATHY.THORNTON-BIAS@BGCMILWAUKEE.ORG](mailto:KATHY.THORNTON-BIAS@BGCMILWAUKEE.ORG)

We'll unpack this loaded term and share advice and tips to “be strategic.”



# STRATEGY

The Myth &  
The Monster

A word cloud centered around the word "strategy". The word "strategy" is the largest and most prominent, written in a bold blue font. Surrounding it are various other terms in different colors and sizes, including "analysis", "approach", "ideas", "vision", "cross-functional", "mission-based", "plan", "goals", "action", "leadership", "stakeholders", "outcomes", and "objectives". The words are arranged in a roughly circular pattern around the central "strategy" word.

stakeholders  
analysis approach  
ideas vision  
cross-functional  
strategy  
mission-based plan  
goals action  
leadership  
outcomes objectives







Tracks

Trains

Conductors

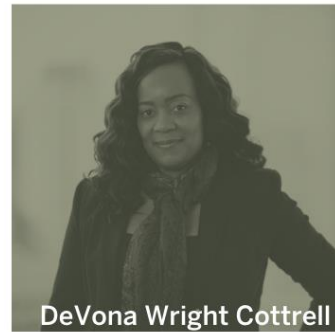
Passengers

Fares

**The Destination**



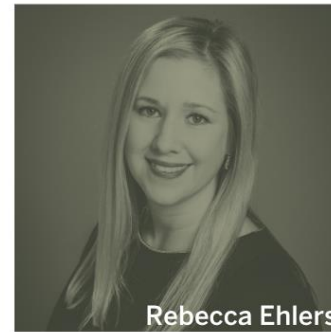
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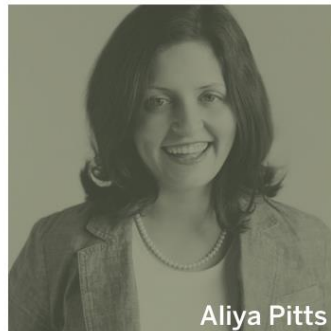
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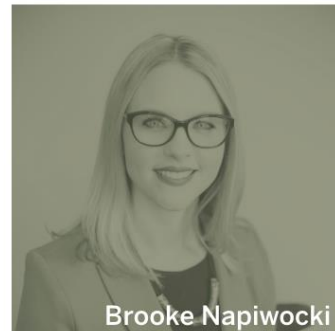
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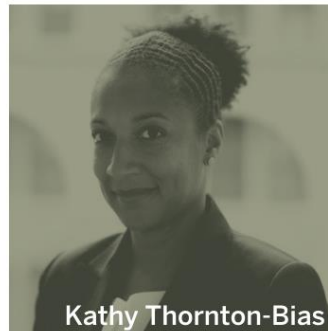
Laura Gutierrez



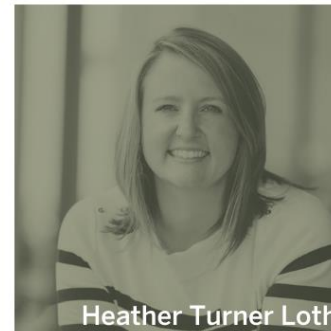
Aliya Pitts



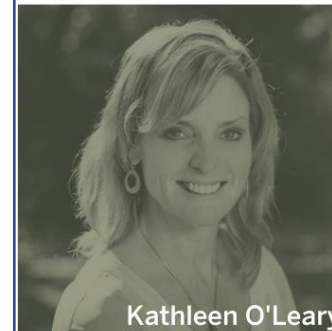
Brooke Napiwocki



Kathy Thornton-Bias



Heather Turner Loth



Kathleen O'Leary

SUCCESSFUL CHANGE LEADERS  
LED BY HEATHER TURNER LOTH, PRACTICE LEADER – PROJECT  
DEVELOPMENT : ASSOCIATE SHAREHOLDER, EPPSTEIN UHEN ARCHITECTS  
[HEATHERTL@EUA.COM](mailto:HEATHERTL@EUA.COM)

Understanding the principles of change management that successful leaders should master.



TEMPO

EMERGING  
WOMEN LEADERS





SUCCESSFUL CHANGE LEADERS



HEATHER TURNER LOTH

PRACTICE LEADER – PROJECT DEVELOPMENT  
EPPSTEIN UHEN ARCHITECTS

PEOPLE CONNECTOR  
CULTURE ENTHUSIAST  
WORKPLACE STRATEGIST

**TIME  
FOR  
CHANGE**





## EXTERNAL IMPACTS

Social Trends

Economic Challenges

Globalization

Technology

Political

Competitive Workforce

Pandemic



# ORGANIZATIONAL STRATEGY

Mission & Vision

Customers & Markets

Products & Services

Values & Culture





# CHANGE MANAGEMENT THROUGHOUT



What is the change?

**How do we define success?**

Who will this impact?

What approach will we take?





CHANGE MANAGEMENT

**ENGAGE**

Who needs to be involved?

How ready are we?

How will we engage those involved?

W o r d s

m a t t e r



CHANGE MANAGEMENT

**ALIGN**

How are we doing?

What adjustments do we need to make?

- Behaviors
- Culture
- Place
- Technology



PLACE CAN SHAPE BEHAVIOR. BEHAVIOR CAN SHAPE CULTURE.  
PLACE IS A VISIBLE FORM OF CULTURE.



**RESPOND**

Sustain the change.

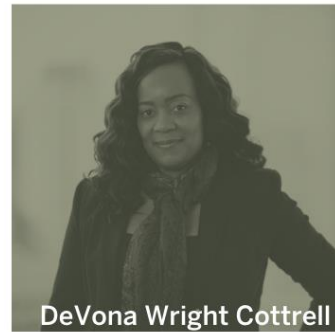
Celebrate the success!







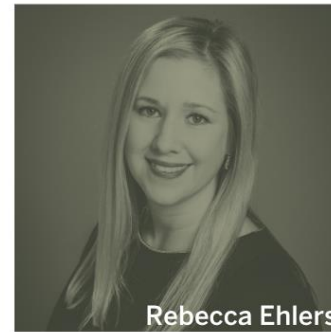
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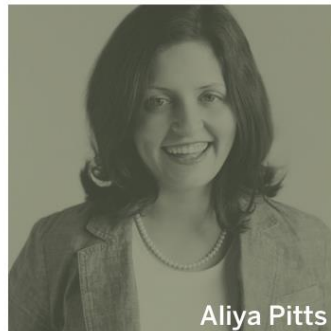
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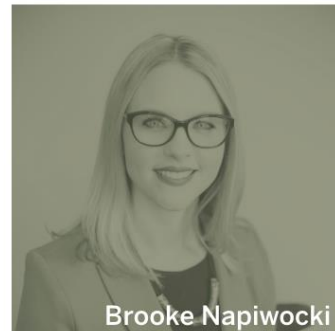
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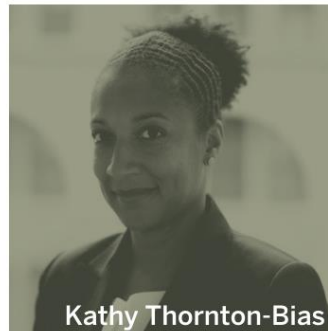
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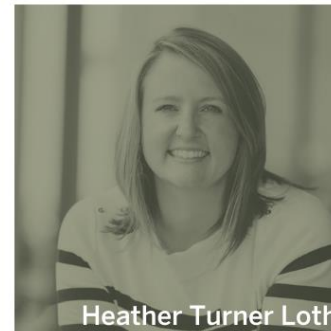
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GAINING ALIGNMENT AS A LEADER  
LED BY KATHLEEN O'LEARY, CEO, WISCONSIN STATE FAIR PARK  
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From newer to seasoned managers, how do I get my team on the same page and want to follow me?



# **GAINING ALIGNMENT AS A LEADER**

Kathleen O'Leary

CEO

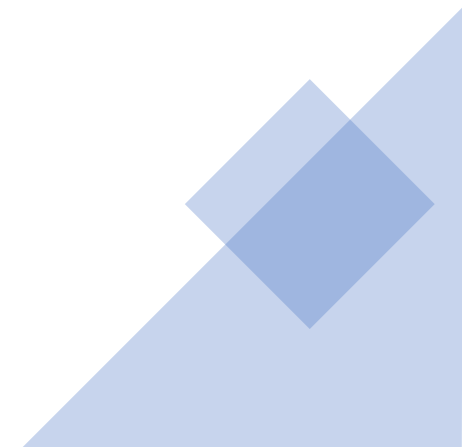
Wisconsin State Fair Park

April.9.2021




## **DEFINING COURAGE IN THE WORKPLACE**



An intentional moral action taken by an individual in the presence of perceived personal risk and uncertainty of outcome (personal or organizational) in order to resolve or avert a workplace issue.





## DEFINING VULNERABILITY IN THE WORKPLACE


- Uncertainty, risk, and emotional exposure
  - That unstable “gut” feeling you get when you step out of our comfort zone.
  - This often happens when you do something that forces you to loosen your reigns and potentially give up control
- 

- 
- Teaching the concept of “courage” and being “daring” as a leader is possible. It’s a skill sets that is teachable, observable, and measurable.
  - The greatest barrier is how you respond to fear. Our armor is the thoughts, emotions, and behaviors that we use to protect ourselves when we aren’t willing to be vulnerable.
  - This armor unfortunately can move us out of alignment with our values, corrode trust with our colleagues and teams, and prevent us from being courageous.
- 

- Create a culture in which courage, tough conversations, openness, and ultimately vulnerability are the expectation
- Armor is not necessary and is not be rewarded
- Focus on making people to feel safe, seen, heard, and respected



## WORDS OF WISDOM

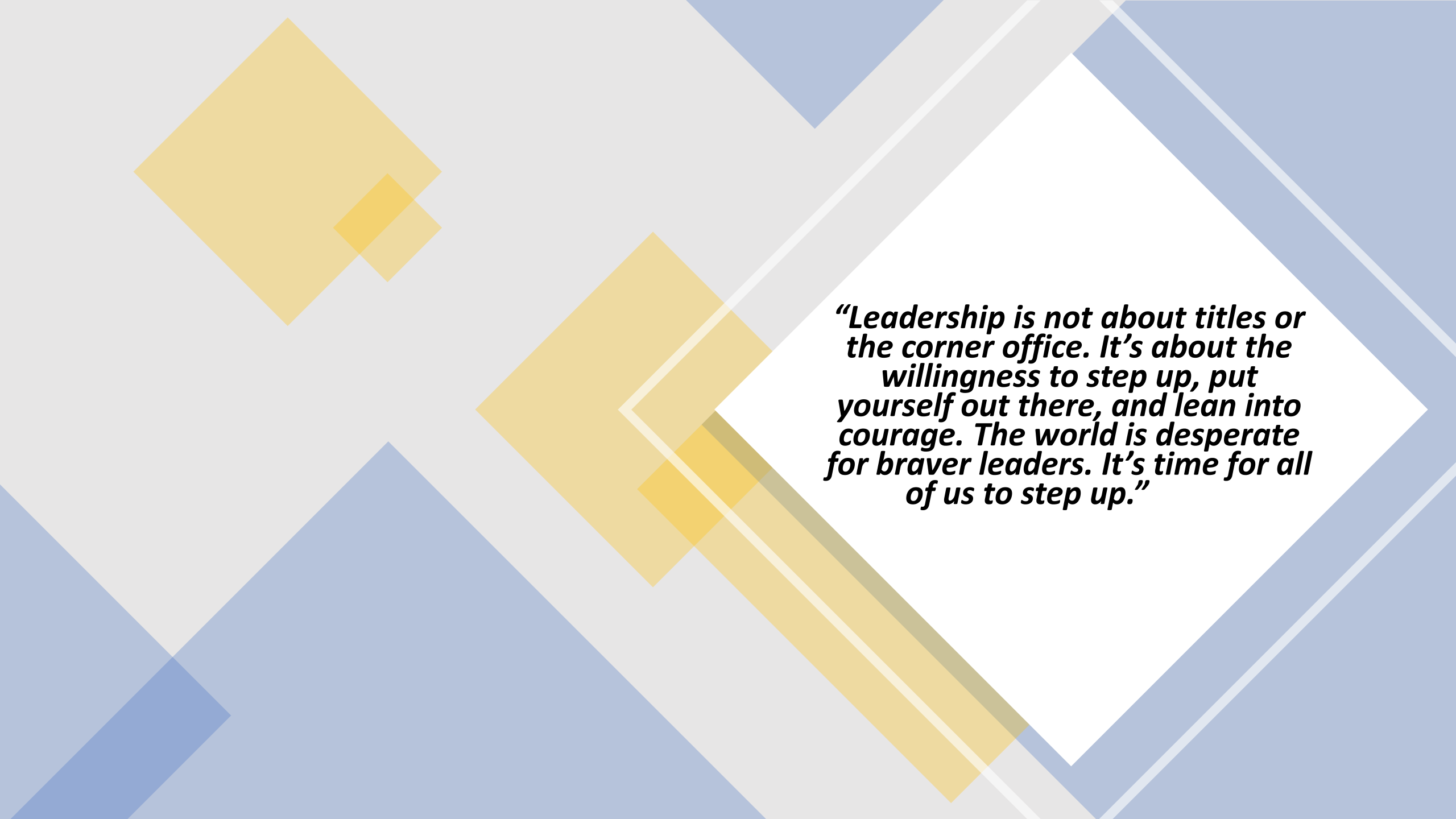
- Listen More, Talk Less
  - Communicate, Communicate, Communicate
  - Remain Open Minded and Flexible - allow new ideas to be discussed and vetted
  - Never Burn A Bridge
  - Ownership of the good and the bad.
  - If you've mis-stepped, own it, learn from it and help others learn from it
  - Own your successes too
  - Don't be afraid to say you're sorry-Never be above apologizing, if necessary
  - No room for blame. Move beyond it
  - Watch for negative patterns
- 



# daring greatly

"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly."

- THEODORE ROOSEVELT



***“Leadership is not about titles or the corner office. It’s about the willingness to step up, put yourself out there, and lean into courage. The world is desperate for braver leaders. It’s time for all of us to step up.”***

***HIGHLY RECOMMENDED  
READ...***

**DARE TO LEAD BY BRENÉ  
BROWN**

- Focus on courage, vulnerability and empathy
- We need to build courage, and then lead with it

