

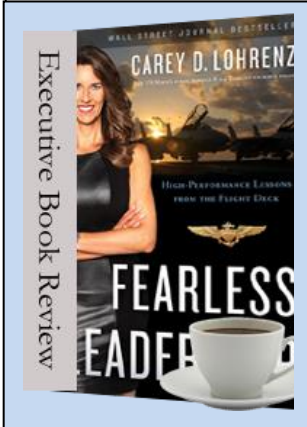


Book # 92  
Event # 212

## Fearless Leadership

By Carey D. Lohrenz

Reviewed by Peter Braeuler



### About the Author

Former lieutenant in the U.S. Navy and the first fully qualified female naval aviator to fly the F-14 Tomcat in the U.S. Military. Highly sought-after business consultant, motivational speaker and leadership expert.

Graduate of University of Wisconsin, varsity rower

Graduate of Navy's Aviation Officer Candidate School.

Mother of four kids.

Currently working on her Master's in Business Administration in Strategic Leadership.

### About the Book

"*Fearless Leadership* is about reaching peak performance as a leader, whether that means taking your very first leadership position, pushing for a promotion, or revolutionizing your approach to being a CEO."

"*Fearless Leadership* is a call for each of us to lead more fearlessly—and a guide to show you how to get started." (source: CareyLohrenz.com)

### The Book's ONE THING

**To be a FEARLESS leader one must lead with  
*Courage, Tenacity and Integrity* and when life  
happens lead with *Resilience*.**

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## The book

The first several chapters lay out the three key fundamentals of Fearless Leadership: Courage, Tenacity and Integrity. a pretty detailed account of what it takes to get accepted to and through AOCS – it is a journey not for the weak of heart. The author provides some excellent personal stories to provide depth and understanding to the key fundamentals. Some people have commented on the fact that there are a lot of leadership clichés and on the lackluster repetitiveness of the early section and missed the opportunity to dig into the better part of the book.

Section two discusses how to put Fearless Leadership into action, talking about the importance of vision, culture, and a foolproof process for high performance. You are in for a treat if you make it this far and will truly enjoy the glimpse into the experiences and hardships she faced as an aviation pioneer – not a road for the weak.

The book finishes on the critical character trait – RESILIENCE. “Resilience is the ability to withstand, recover, adapt, and grow in the face of stressors and changing demands.” (p.223) We learn about the real story of the lobbyist who published false reports about her, her being grounded and what it means to be a “limited purpose” public figure. This section ends with the seven steps for leading yourself through adversity.

Finishing this book will leave you with the keys to develop your Fearless Leadership style but only “if you go out and take bold action”. (p.257) These tools will help you whether you are a seasoned leader, leading your family or brand new to the leadership arena. You will also pull back the covers on what it takes to build a truly highly performing team.

## Part One: Fundamentals of Fearless Leadership

**Courage: The flip side of fear; candor; admitting you are wrong; holding YOURSELF accountable**

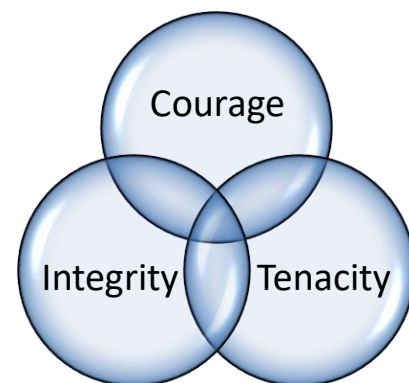
**Tenacity: unstoppable; simply not quitting; step up – show up – put in the time! Do the work even when you don’t want to.**

**Integrity: Putting the mission before the self; Do the right thing; be honest; be trustworthy. Earn loyalty.**

### Courage

Fearful leaders are the “yes sir” “yes ma’am” executives. They discourage conflict and dissent; they won’t give hard feedback and avoid tough conversations; they worry about what others might think.

“Courage does not consist of the absence of fear. Courage, rather, is the mastering of that fear: feeling the fear and going forward anyway. Courage means that you keep going even when the going gets really, really tough... when leaders display courage...it’s truly contagious.” (p.24)





- **Develop a “why not me?” attitude.** Accept the fact that you are worthy of being a leader.
- **Acknowledge that leadership isn’t a “gift”.** We are all leaders in some capacity. Certain traits may make it easier to be a leader, but everyone must build skills and develop the acumen to be a good leader.
- **Stop flying under the radar.** “Playing small serves nobody.” “Know your value and speak up.”
- **Banish your limiting beliefs.** “All of us deal with lies told by our limiting beliefs.” Carol Dweck’s research on two basic mindsets: fixed mindset and growth mindset impact how we judge our own abilities. It is the growth mindset that has the passion for stretching yourself and sticking to it, even when it’s not going well.
- **Get comfortable with being uncomfortable.** “Courage isn’t comfortable. Courage means breaking out of your comfort zone. And you need to do it on a regular basis.
- **Take no notice of naysayers.** “People who tell you that you can’t succeed are the ones who don’t want you to succeed.” And it doesn’t matter whether you’re a man or a woman, young or old, seasoned or wet behind the ears – if you’re pushing for greatness, you WILL be the target of naysaying.” (p.37)

Darren Hardy once said, “You only need to be courageous for twenty seconds at a time.”

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*“Fearless leadership demands that you choose to be courageous. That you choose excellence. That you choose to look fear in the face.” (p.40)*

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## Tenacity

“When you’re tenacious as a leader, you’re by definition unstoppable: You’ve found a worthy objective, and you simply won’t quit until you succeed.” (p.47) It takes tenacity to keep pushing and striving and working hard when the novelty of that first, decisive moment wears off, when the path ahead looks bleak or full of drudgery and challenges. Courage is the twenty-second sprint; tenacity is the five-hour marathon.” (p.48)

- **Get ready to work – hard.**
  - You will never get there when you say I really wanted to do this, but...
  - Fearless leaders dig in, dig deep, and keep working



- Colin Powell said, “There are no secrets to success. It is the result of preparation, hard work, and learning from failure.”
- Develop a bias for action because “dreaming big is great, but the real key to achieving any goal in life is to DO big.” (p.59)
- “Sometimes failure to take action is the biggest failure of all.”
- Keep your goal out front. You have to know your why; what is the “one thing” for you.
- Go for it, one bite at a time. Maybe you can’t imagine doing “this” for 6 more months or one year, so find a way to make it through the next 5 minutes. Aaron Brody said, “My dad told me, it takes fifteen years to be an overnight success.” (p.68)

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*“Fearless leaders have to keep being tenacious, even when they feel they’ve reached success...When you’re courageous, your people will become more courageous. When you’re tenacious, your people will become more tenacious.” (p.71)*

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## Integrity

“This should be a short chapter, really: Do the right thing. Be Honest. Be Trustworthy. The end.” (p.76)

“Does the person seem fully comfortable with his or her identity and willing to be true to core values? Do these people walk their talk? Are they good role models? Do they do their best to do what’s right, and do they admit when they’ve stumbled? Are they willing to buck public opinion even when their position will be extremely unpopular? Do they “put their troops first’?” (p.76)

- **Integrity leads to trust** Broken promises, betrayed trust – leads to crippled careers.
- **Be authentic and true to who you are.** “There is nothing you can DO to make yourself more authentic...you have to actually BE the real thing.” (p.81)
  - “You can divide leaders into two groups: ‘Takers’ (the inauthentic leaders) and ‘givers’ (authentic leaders). (p.82)
- **Finding your own style** “Fearless leaders can convey conviction without putting on a mask or adopting an attitude that isn’t authentic.” (p.84)
- **The jet doesn’t know the difference (p.85)**
  - “Women and pioneers face particular pressure to be something they’re not when they take on a leadership role.” (p.85)
  - “Too often we wait for an invitation to the party. We wait for acceptance and validation before we engage. But while you’re waiting, someone else – someone who has the self-confidence to step up, who can manage their discomfort and pick themselves back up after a setback – is being promoted to your dream job.” (p.88)



- **Lead by example** “When you lead with integrity, the message is clear; your words and actions are one and the same.” (p.88)
  - Fearless leaders share in the sacrifices of their team. (P.89)
  - “Young officers should not spend their time trying to impress seniors. On the contrary, they should spend their time trying to impress those that work for them. They are the ones [who] make them look good.” (p.91)
  - Your troops eat first
  - Make the right calls, even when it hurts
  - Admit your mistakes

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*“Acting with integrity – remaining aligned with your goals, staying authentic, serving those you lead – that is your true challenge. Integrity – it can’t be bought or sold, but it can be lost quickly.” (p.103)*

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## Part Two: Fearless Leadership in Action

1. **Vision:** “If you don’t have the courage to set the vision, the tenacity to keep after it, and the integrity to pursue it authentically, your team is going to be dead in the water.” (p.108)  
  
“A great vision and the right strategy, followed by fantastic execution by the right team members, are what drive results.” (p.133) [read path to high-performing team]
2. **Culture:** “It takes a team – one that is engaged, that never stops learning and innovating, that can embrace adversity, and that is just as committed to the mission’s success as we are. Our teammates’ attention to detail in this extraordinarily demanding environment can save our lives.” (p.141)
  - a. Teamwork. Trust. Mutual support. Communication
  - b. “When people know their role and trust other parties to do their part, you have a high-performing team.”
  - c. “In the heat of battle, too often we completely shut down and dismiss everything going on but the task at hand. This can have a devastating effect on your team. Communication breakdowns are at the root of many organizational problems.” (p. 168)



### 3. Prepare, Perform, Prevail – a precise path to high performance

- a. PREPARE “by choosing not to plan, you are choosing failure – and mediocrity.” (p.189)
  - i. Develop a good enough plan – 80 percent solution
  - ii. Get buy-in by engaging all areas involved.
  - iii. Develop a rough plan; get reviewed by the leader, incorporate their feedback and all departments set plans for their portion
  - iv. Use checklists!!!
  - v. Plan for contingencies, roadblocks, and barriers
  - vi. Brief the team – everyone involved in executing the plan. “Part of being a fearless leader hinges on your ability to communicate effectively.” (p.197)
  
- b. PERFORM “We have to execute despite fear of failure.”
  - i. Understand Task Overload
    - 1. Technical skill overload: our brain fails to prioritize inputs and our mind focuses on a single thing in an attempt to stabilize the situation.
    - 2. Information overload (TMD): the sheer mass and number of inputs overwhelm the brain’s ability to sort and comprehend.
  - ii. Aviate, Navigate, Communicate. Focus first on what matters – fly the plane; figure out where you need to go; communicate your intentions to the team.
  
- c. PREVAIL DEBRIEF – ALWAYS – after the execution
  - i. Face to Face is best
  - ii. Focus is on learning and continuous improvement
  - iii. Depersonalize the debrief – NO BLAME; admit your mistakes – Not about who but what.
  - iv. Overcome Atychiphobia (fear of failure)
  - v. **Answer the following five questions (p.210)**
    - 1. **What was supposed to happen?**
    - 2. **What actually happened?**
    - 3. **Why were there differences?**
    - 4. **What can we learn?**
    - 5. **How can we incorporate that lesson into execution next time?**

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*“Those that do, exponentially improve and move forward. Those that don’t, are forever imprisoned in their own version of ‘Groundhog Day’.”*

*Peter Braeuler*

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## Part Three: Resilience

“Resilience is the ability to withstand, recover, adapt, and grow in the face of stressors and changing demands.” (p.223)

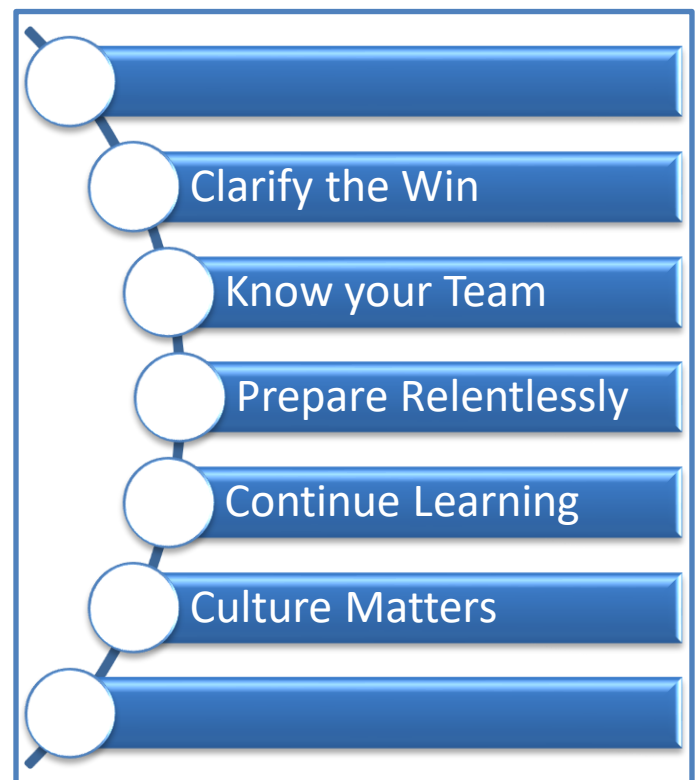
“What you learn from overcoming adversity plays a crucial role in your future success.” (p.225)

“Giving up is the only way to guarantee you won’t achieve your dream.” (p.237)

### Seven Steps for Leading Yourself through Adversity



### Leading your Team through Adversity



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*“The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not a bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.” – Jim Rohn*

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## A Retrospective of our last ten books ONE THING

<b>The Magic of Believing</b>	Your strong belief activates the subconscious and puts it to work. It will help you achieve whatever you desire.
<b>Seven Habits of Highly Effective People</b>	“Humility is the mother of all virtues” – Mother Theresa; “Humility is laced in all 7 habits” – Mark Wittig.
<b>The Customer Comes Second</b>	Transform an organization's leadership model and culture to focus on putting the employees first, and the results that will be created will far exceed any forecasted budget projections.
<b>Stillness is the Key</b>	Chop wood, carry water. Let the wild horses run by.
<b>The Method Method</b>	Sustainable human-centered business is the key to thriving in today's reality, daring to do things not only differently but better, existing in between tensions, mashing them up for the greater good, bringing higher purpose based on culture and design.
<b>The School of Greatness</b>	Greatness is not reserved for an elite few, it is something inherent in each of us. It is cultivated from within. The masters of greatness became that way because they applied specific habits and tools to embrace and overcome adversity in their lives.
<b>The Obstacle is the Way</b>	Although we don't control external events, we can control ourselves and our responses to those events. Every obstacle poses an opportunity to improve our condition. We have the power to turn adversity into our advantage and revolutionize our lives!
<b>Just Listen</b>	Be more interested than interesting.
<b>Titan: The Life of John D Rockefeller</b>	We study the lives of famous people who have impacted the world in order to better understand our own impact on the world. Every human being is a complex enigma containing both beauty and darkness.
<b>Reading Magic</b>	Reading with a family whether family by blood, profession, or interests, leads to delight and food for thought, which presents a lot of goodness and positive growth for the entire community. Read continually... experience books, learn from books, share books!



### Let's Pan for Some Gold

**What thought, or idea had the biggest impact on you today?**

**What is your ONE THING? What one specific action you will take TODAY from what was discussed?**





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## Calendar of Events

San Antonio	San Antonio	Corpus	Houston	San Antonio	American Sunrise
"1st Friday"	Wine & Cheese	2nd Tuesday	4th Thursday	"4th Friday"	3rd Wednesday
7:30AM	5:30 PM	5:30 PM	11:30AM	8:00 AM	12:00 Noon
Wittigs	Haworth   Smartworld	Wittigs   Haworth	Wittigs   Haworth	Alpha Home	American Sunrise Good Samaritan
<b>3-Jan</b>	<b>8-Jan</b>	<b>14-Jan</b>	<b>23-Jan</b>	<b>24-Jan</b>	<b>15-Jan</b>
Robyn Tresnak Reading Magic and beyond	Pat Whitty The Power of TED	Pat Whitty The Power of TED	Nadia Noel-Anglade The Memo	Nadia Noel-Anglade The Memo	Peter Braeuler Fearless Leadership
<b>7-Feb</b>	<b>12-Feb</b>	<b>11-Feb</b>	<b>27-Feb</b>	<b>28-Feb</b>	<b>19-Feb</b>
John Rugh Made to Stick	Mark Wittig Occasional Magic	Mark Wittig Occasional Magic	Malcolm Coon Surrender Experiment	Malcolm Coon Surrender Experiment	Pat Whitty The Power of TED
<b>6-Mar</b>	<b>11-Mar</b>	<b>10-Mar</b>	<b>26-Mar</b>	<b>27-Mar</b>	<b>18-Mar</b>
Judy Zimmerman Work is Love Made Visible	Peter Braeuler Think & Grow Rich	Peter Braeuler Think & Grow Rich	Robyn Tresnak Talent ins Never Enough	Robyn Tresnak Talent ins Never Enough	John Knotts