

Courageous teaming

5 Ct PRINCIPLES

FOR WORKING IN TEAMS
& BEING COURAGEOUS



5 Ct PRINCIPLES

Cooperation is mainly about reconciling differences
- differences of opinion, different interests, or different
needs - and being able to use them in a productive way.

Our 5Ct principles provide a framework for doing this
in a way that maintains and even strengthens personal
relationships. It helps to see moments of tension,
resistance, or differences of opinion as opportunities to
do better together and to work on your own development.



From victimization
to leading



From criticizing
to encouraging



From fear
to courage



From fighting
to curiosity



From talking along
to speaking up



PRINCIPLE 1

FROM FEAR TO COURAGE

Being **COURAGEOUS** enough in a given situation, in a moment of uncertainty, risk, pain, disappointment, or fear, to examine your interests, needs, and ideas in depth. To challenge them, and perhaps even sacrifice them for a greater purpose. To reflect on the situation and to allow yourself to feel the emotions that go with it. To then really see and understand how your actions (behaviour) affect others in that moment and what you can do to strengthen the cooperation. Useful questions here are: 'What is the worst that can happen?', 'How sure are you that this will happen?', and 'What are the potential benefits of choosing to be courageous in this situation?'



From victimization
to leading



From criticizing
to encouraging



From fear
to courage



From fighting
to curiosity



From talking along
to speaking up



PRINCIPLE 2 FROM VICTIMIZATION TO LEADING

To **LEAD** means to focus on and take responsibility for what you do have control over. What you can influence, what can be changed, and the growth opportunities that certain circumstances offer you. Instead of focusing on other people, the circumstances, or the events, choosing to focus on your own thoughts, feelings, and behaviour. With the intention of strengthening the cooperation, not knowing whether it will eventually get the results you want. Useful questions here are: 'What opportunities for growth does the current situation or circumstance present?' and 'What can we do to improve the situation slightly, and who can help?'



**From victimization
to leading**



**From criticizing
to encouraging**



**From fear
to courage**



**From fighting
to curiosity**



**From talking along
to speaking up**



PRINCIPLE 3 FROM TALKING ALONG TO SPEAKING UP

SPEAK UP by freely describing what you are experiencing. How you see it, what you think is important, what your strengths are, and what you expect from others, even if this temporarily strains the relationship. Not knowing how the other person will respond to that and what effect your words have. This means instead of just going along with groupthink, you choose to talk to everyone and ensure everyone contributes to the discussions more or less equally. And keeping each other focused and informed, and calling each other to account when things are in danger of going wrong. One thing that can help here is to specifically ask yourself and each other about how you see and experience things and what your minimum needs are. And then to allow the uncomfortable silences (time to think).



From victimization
to leading



From criticizing
to encouraging



From fear
to courage



From fighting
to curiosity



From talking along
to speaking up



PRINCIPLE 4 FROM FIGHTING TO CURIOSITY

Be genuinely **CURIIOUS** about others' ideas, needs, interests, and possibilities. Remember to be curious about your own motives, without letting yourself be guided by the fear of losing face, status, or position. Listen in order to truly understand instead of reacting, denying, or being right. This gives you the opportunity to really understand yourself and each other in terms of what matters and what's possible. And it helps you to discover the responsibilities and interests that weigh on someone's shoulders. Then, you can explain why you and others are doing what you are doing, and how you can help each other act effectively to do better together. It leads to authentic interactions and deep connections.



From victimization
to leading



From criticizing
to encouraging



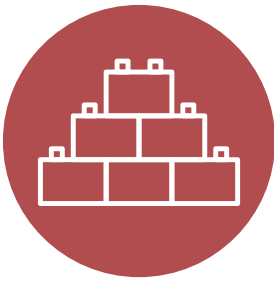
From fear
to courage



From fighting
to curiosity



From talking along
to speaking up



PRINCIPLE 5 FROM CRITICIZING TO ENCOURAGING

Being **ENCOURAGING** means being able to see and identify the strengths and value of another person's input and ideas, and combining them into a common idea, approach, or choice. It means working towards a solution to help each other and the cooperation, in which the majority and minority vote are both adequately considered. It is about seeing and using the value hidden behind negative emotions such as fear and anxiety, anger and irritation, and disappointment and sadness. It is about supporting each other, looking out for what you can do for each other, taking each other seriously, and genuinely appreciating each other. Looking ahead, focusing on the next action; 70% focused on what is going well and how to build on that, 30% on what could be improved and how to achieve it. Useful questions here are: 'What is going well or better and how can we build on that?', 'What can we do for each other in this situation?', and 'Which aspects of each other's input or idea do we value, and how can we combine them?'



From victimization
to leading



From criticizing
to encouraging



From fear
to courage



From fighting
to curiosity



From talking along
to speaking up