

THE EMERGENCE IN THE LEADERSHIP: THE CENTRAL COURAGE SYSTEM

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Abstract: The purpose of the article is to present the role that employee courage plays in the organizational context and the way in which it contributes to the achievement of the organization's professional objectives, both from a managerial perspective and from the perspective of team members. The article is a study of the specialty literature on the determining role of courage in the leadership process. At the same time, the characteristics of the right team are presented in relation to the four components of courage so necessary in contemporary society.

Keywords: courage, leadership, tenacity, talent, training, team, professional goals, central system.

1 INTRODUCTION

Courage in the organizational context refers to the ability of individuals and the collective to act despite uncertainty, risk or adversity. This can take many forms, such as making difficult decisions, speaking openly and honestly, taking responsibility and innovating in the face of challenges. Courage is essential in an organization for several reasons:

- Innovation: Courage encourages employees to step out of their comfort zone and explore new ideas and solutions. This can lead to continuous innovation and development, which can help the organization stay competitive and adapt to changes in the market.
- Decision making: Difficult decisions can take courage to make. Employees who have the courage to make such decisions can help the organization avoid stagnation and move in the right direction.
- Open Communication: Courage promotes honest and open communication between team members. This can help resolve issues at an early stage and prevent conflicts from escalating.
- Motivating employees: An environment where courage is valued and encouraged can motivate employees to express their opinions and ideas, which can contribute to a sense of belonging and value in the organization.

- Building trust: Courage can help build trust among team members and between employees and management. When people feel encouraged to express their thoughts and take initiatives, the overall atmosphere of the organization can become more open and cooperative.
- Approaching risks in a controlled manner: Courage involves not only taking risks, but also approaching them in a controlled and rational way. This can help the organization make informed decisions and manage uncertain situations more effectively.

Courage plays a significant role in the well-being of organizations by promoting innovation, making difficult decisions, improving communication, motivating employees and building trust. The central system of courage is a managerial tool through which Berman proposes a set of solutions for the behavior of an organization's employees to achieve its goals. This is possible only if the employees share and respect the values that form the organizational culture and transform them into an organization brand (courage brand), in other words courage becomes a brand that is established and develops. This can turn into a competitive advantage.

The need to implement such a system is the fear of change. Seth Godin in his book *All marketers tell stories* from 2009 stated that "the reason so many effective solutions last so long is that the fear of change is greater than the cost of sticking with what you have. In other words, people wait until they get sick to follow a regimen or diet."

Seth Godin, in his book also explores the concept that effective marketing is based on the ability to tell authentic stories that resonate with consumers. In the effective marketing process, Godin promotes the following stages:

The Power of Stories: Emphasizes the importance of stories in marketing and states

that people are programmed to respond to stories, and they can influence how they perceive products or brands.

Authenticity: He argues that effective stories must be authentic. In other words, they must reflect reality and be congruent with consumers' values and experiences. In a world where trust is low, authentic stories become more valuable.

Permission Marketing: Promotes the concept of permission marketing, where companies get permission from consumers to deliver their stories to them. This contrasts with intrusive marketing, which tries to force messages on the public without obtaining prior approval.

Creating tribes: explores the idea that a brand's story can attract people who share the same values or interests, thus forming a "tribe". This tribe can become a loyal customer base that supports and promotes the brand.

Consumer Mythology: Discusses how consumers construct their own mythology around the products they buy. This mythology includes beliefs and expectations that can be influenced by the stories they hear about the product.

Building an emotional connection: Emphasizes the importance of building an emotional connection between the brand and the consumer through stories. People will be more likely to buy and stay loyal to a brand that resonates with their emotions.

Differentiation through stories: argues that stories can serve as a way of differentiation in a competitive environment. If a story is authentic and relevant to the target audience, it can distinguish a brand from the competition.

Control is in the hands of consumers: In the digital age, consumers have more control over the information they consume. Therefore, the stories must be powerful to attract and maintain the interest of consumers.

Consequently, it encourages marketers to focus on authentic storytelling and creating emotional connections to build lasting

relationships with consumers in an environment of low trust.

Just as the development of a business requires courage to develop and gain ground in the market, in managerial activity the same courage is mandatory and the assumption of similar risks that cannot be carried out without faith, and the steps presented above to attract customers are mandatory and to lead people to success.

The best companies know what they need to do, inside and out. They work hard to harness the potential of employees to the maximum possible extent and align them with the set of values they promote the organization with. They directly address problems, face risks for which they mobilize to overcome difficult moments. At the same time, organizations react immediately by making new products, offering new services, sending messages to convince others to buy, believe, and share the promoted values: what to do before the storm, to do the best when the storm comes.

2 THE CENTRAL COURAGE SYSTEM

2.1 The PRICE concept

The Central Courage System is a system that is based on the natural training of individuals. Its own, Central Courage System, helps them make bold and bold decisions quickly. Thus, the central courage system is a process that a team can repeatedly call upon to provide guidance. Once formed and implemented each individual can create their own set of values, opinions and viewpoints. There are four reasons why the central courage system is needed:

1. Companies are losing at an alarming rate;
2. Fear of changing employees;
3. Uncertainty (what got you here won't keep you here);
4. It takes time but you don't have time.

Most employees wait for a signal from their bosses before they start to react, and yet many individuals do not foresee the potential for disruption that could create problems in their work. The Central System of Courage is the instrument that can be called upon, embodied in five stages known under the acronym PRICE, presented in figure 1 - made by the authors, where:

1. Prioritize through value;
2. Rally believers;
3. Identify fears;
4. Committed to purpose;
5. Executed by your act.

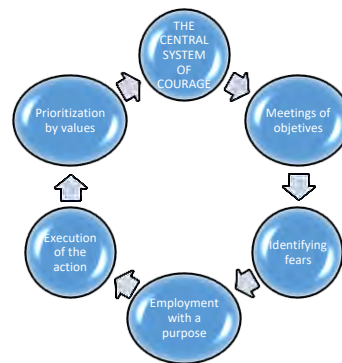


Figure 1. PRICE stages

PRICE is a training manual that can shape any company's Central Courage System and is taken and adapted from Berman.

An interesting approach to leadership from the perspective of its content is proposed by Berman introducing the acronym LDRSHIP, which is based on the fundamental values of the followers of the American army shown in figure 3 which is made by the authors. These are the core values that every trainee soldier teaches us as the first step in their training. These values form the basis of their behavior, as guiding beacons even in situations when their bosses are not around to tell them what to do. By sharing these values and knowing what they are about, Soldiers will be able to prioritize their actions, placing and acting on those who need these values.

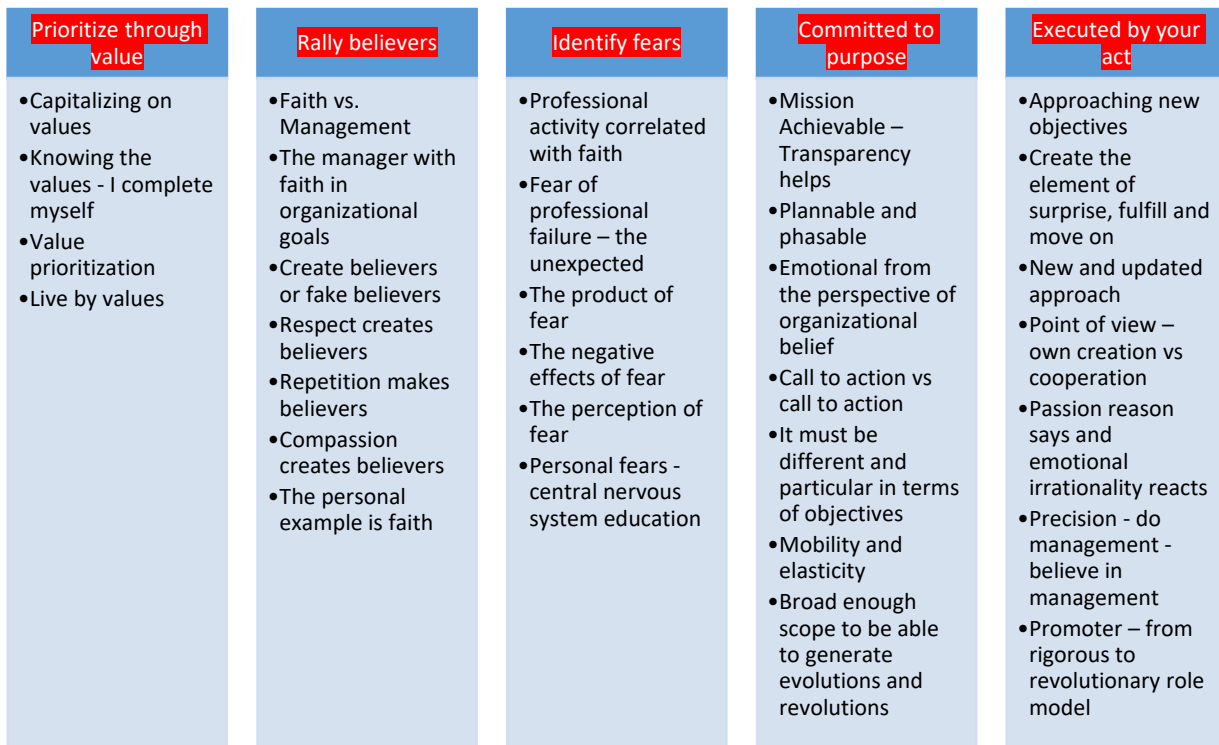


Figure 2. The PRICE concept

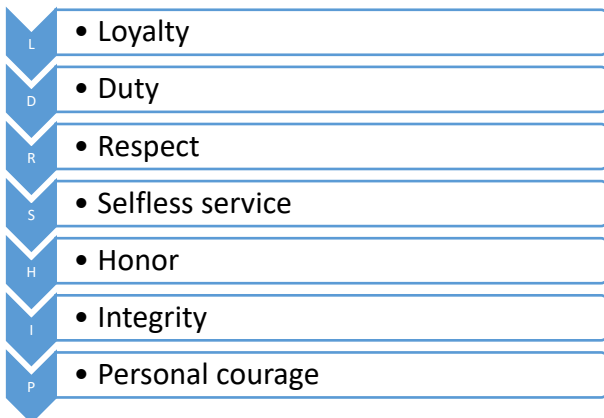


Figure 3. LDRSHIP acronym

These values have a deep meaning, they were carefully chosen to create the desired behavior of American soldiers. These core values are not only the values in the lives of people who work in the military, they penetrate deep into people's minds and manifest themselves in

everyday life: "they will stay with me for the rest of my life and I will take them into account and I keep them in mind every day," says Berman. To this set of values that form the acronym LDRSHIP from figure 3, we believe that two more could be added: empathy and responsibility, obtaining the acronym LEADERSHIP as can be seen in figure 4 - made by the authors.

These values will be part of the company's organizational culture, relevant and shared by all employees, will allow to take, over time, courageous decisions. Employees will be able to do this without moving away from the company's value system.

Jim Collins and Morten T. Hansen in their book *Great by choice* from 2021, which explores how certain companies and leaders manage to thrive in the face of uncertainty, chaos, and luck. Emphasizing the following aspects:

Fanatical Discipline: The importance of consistent discipline in making decisions and

executing plans within organizations. The companies "Great by Choice " engages in fanatical discipline, even in difficult situations or times of success.



Figure 4. LEADRSHIP acronym

20 Mile March: refers to the consistent and balanced approach to goals, regardless of market conditions or external circumstances. Successful companies establish a set of boundaries or standards that guide them to move forward steadily, avoiding overstretching or pulling back too much.

Non-compliance with the conditions: the companies/organizations "Great by Choice " do not completely submit to external conditions, but develop their own strategic path and practices that allow them to thrive, regardless of the environment.

Bold and Conservative Products/Missions: Successful companies/organizations strike a balance between bold innovation and conservative risk management. They launch bold products/services and initiatives, but don't scale too fast in a risky way.

Fanaticism for learning: the importance of continuing to learn and adapt in the face of change. Successful companies and leaders are open to new information and adjust their strategies based on learnings.

The 10x vs. the 10%: suggests that organizations/companies "Great by Choice ' tend to perform significantly better than their competitors over time, regardless of economic environment or industry.

The fire roll and strategic fog: how successful companies use their resources effectively to deal with crisis or difficulty situations, called "fire roll," and how they adopt strategic approaches to navigate uncertainty, called "strategic fog".

Seeking Luck: How successful companies engage in an active search for opportunities for luck, anticipating change and reacting to it in a positive way.

Analyzing the behaviors and practices of successful organizations in difficult situations and the need to make good decisions in conditions of uncertainty and chaos validates the need to develop the Central System of Courage in organizational culture and among employees so that organizations thrive in achieving goals at a higher level.

2.2 The four principles of courage

Berman compares business to a boat trip navigating murky and unknown waters and asks himself the following questions:

- who will be the team members who will provide this trip?
- what skills does this person need this person to have?
- will these people have a positive, hopeful mindset/attitude?
- what kind of training with team members?
- do these people show feelings of friendliness and helpfulness within the team?
- are the people devoted and ready to sacrifice in case of need?

The answers to these questions will allow examination of the four principles that underlie

the process of making courageous and competent decisions. These principles form the four T's of courage represented in figure 5 - made by the authors.

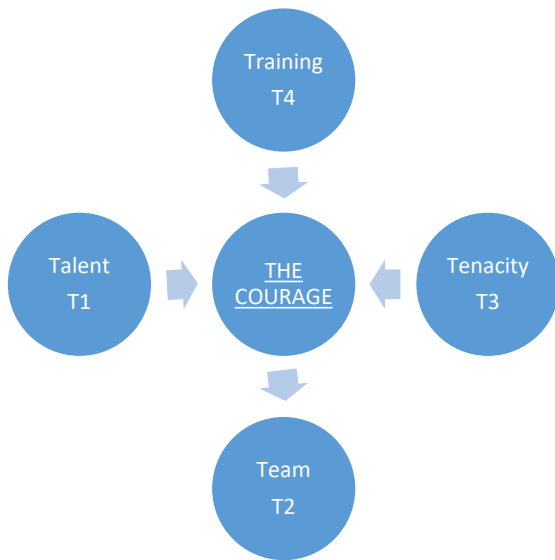


Figure 5. The 4 T's of courage

Talent

A business is completed successfully if the trigger is surrounded by people who have the ability to use their potential to the maximum possible in achieving the set goals, and the boss can rely on their ability to get the job done. Steve Jobs said: "you don't need smart people to tell them what to do, but people to tell us what to do". A talented person is one who:

- he doesn't think he's that talented, he keeps trying and working and holding on and pretending to be concerned and concerned about being the best;
- constantly continue towards their personal and professional development;
- they set high standards for themselves and work hard to achieve them;
- they are consistent and managers can rely on them to always succeed.

Achievers are those who surpass themselves in both skill and will. A team succeeds only if all its members are talented and act in the same direction. Nothing is more frustrating when someone inside or outside the team wants to get in on the team to slow down their actions. If a team consists of five talented people and successes are achieved, the question is: "how talented is each member of the team, if evaluated individually"

A number of personalities from the business world refer to what talent is:

- Patty McCord: the only thing I can do for employees is to hire other people who can work with a and surpass themselves;
- Bill Gates: take 20 people from our company and I can tell you that Microsoft would become an insignificant company;
- Elon Musk understood the importance of slowing down the pace of evaluating and hiring the right competent people to include on his team;
- Larry Page said: "good ideas are always crazy until they happen".

In conclusion, the talent of an individual means the ability to consistently make efforts to achieve success in the organization in which he works.

Team

Courage is a team sport. Everyone wants the team to be united by strong and valuable members. It is desirable that the team is led by the leader who functions as a desirable transparent and precious diamond. It will allow the development of a harmonious and strong organizational orgasm culture. The structure, tightness and conviction displayed by a united team makes the difference between success and failure. In this sense Tich Nhat Hanh wrote: "if we go to the ocean alone as a drop of water, it will surely evaporate first, but if we go as a stream or

as a community, we will be sure to get there. " This explains the power of the team, by developing team spirit and managers must know this. Many authors have asked themselves the question: "what needs to be done to make a suitable team".

The process of finding the right people for a team is complicated. They must possess the necessary desired characteristics and have the appropriate fit for the tasks they will have to perform. The right people match not only because they have undeniable talent, but that ancestral mentality of collaboration and cooperation. No one person is smarter than the other, nothing is done more efficiently than in a team. The team is everything, being grounded for performance and results.

Jeff Ragovin recounts that "we failed to understand each other from the beginning, to understand each other properly from the beginning. Some don't make it, but when we found the right people and the right chemistry, it was amazing how beautifully and smoothly everything flowed, becoming more productive"

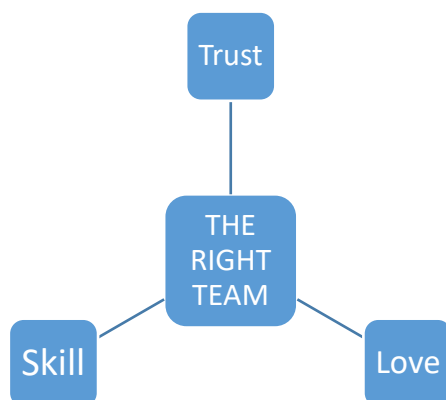


Figure 6. The success triangle

"For 23 years I have worked with my closest friends in two different contexts and neither of these businesses would have been successful if I had tried to do it on my own," says Jay Coen

Gilbert and continues "I would say more important than friends is just recognizing that business is a team sport, so the question is: who makes your best teammate?" He also gives the answer: "you meet people who are more skilled than you, but in whom you trust and implicitly, it is better if there is respect and love, for each other, that is, skill, trust, love, what they - we would name the components of the harmony of the right team".

Tenacity

The third principle of courage refers to the behavior of team members in difficult or turbulent conditions for a business. This ability to overcome difficult moments that arise often and quite often is called tenacity. According to the explanatory dictionary, tenacity is perseverance, patience, persistence, tenacity, stubbornness, tenacity, persistence. Sheryl Sandberg, during a conference at the University of California claimed: "hard days are the ones that will prove who an individual really is. The individual will not be defined by his achievements, but also by his effort to survive. He is not born with a certain capacity for resistance, it is built over time and when we need the individual will call on it. In this process the individual will also discover what he is like and could become the best version of himself"

Tenacity is a fruit of curiosity and the antithesis of laziness, which is based on will, commitment and a healthy dose of determination, aspects that develop the strength to overcome unforeseen obstacles in achieving the desired result. This can only be achieved if the team resists and has a positive attitude of tenacity throughout the achievement of the objectives. Greg Koch agrees that the unrealistic approach to a business is not recommended, as the efforts to achieve the goal will be greater, requiring a lot of perseverance, perseverance and dedication to reach the desired result. At the same time, the world shares this and acts as such, with the joy of a job

well done. Taking a path less traveled by others inspires team members to innovate. Creating such a climate where shared belief and positive attitude is the key to the success of a business.

Lou Gerstner asks the following questions:

- Who wants to work for a pessimist?
- Who wants to work for a manager who will always see the glass as half empty?
- Who wants to work for a manager who always points out employees' weaknesses?

The market is the battlefield of organizations and any decision made, taking into account the competition, is often out of control. This implies a work climate where team members do not deceive each other but show mutual respect, where sacrifice is assumed such as obedience to work on weekends, where the control of each individual's attitude is in his power and ability to understand the core values of the organization. It will generate a positive attitude even if more intensive towards a failure, with tenacity everything is solved and success will be ensured.

Ashley Vance who wrote a biography of Elon Musk in 2015, defines tenacity by giving the example of Elon Musk who has a competitive edge due to his hard work and perseverance in the competition. He is very adept at making long-term decisions, the harder the better. Antonio Gracias the founder and CEO of Chicago-based growth equity firm Valor Equity Partners, says about Elon Musk that he has the ability to work harder and endure more stress than anyone he has ever met. He does not fight for survival, but continues to fight and focus on performance. Elon Musk is a tenacious warrior who knows that valuable things do not come easily. Warriors are not overcome by pain and are engaged in a long and winding journey, which means a successful business due to tenacity.

In conclusion, analyzing the composition of tenacity, we observe that persistence (P), consistency (C1), courage (C2) and resistance (R)

contribute equally to the development and achievement of individual tenacity, an aspect revealed by tenacious personalities presented in this subchapter. In this context it can be said that the formula of the equation of tenacity (T) which is the sum of persistence (P), consistency (C1), courage (C2) and resistance (R):

$$T=P+C1+C2+R$$

Training

Businesses are like the battles fought by soldiers on the battlefield, for which they are trained for a long time to develop the specific skills of what they have to do through hours and hours of instruction and training. Jeff Bass periodically reminisces about what military training is all about in the Navy Seal: each soldier prepares not only for himself but also for his colleagues to become the best. What is important is not the individual as a person, but the team where they maximize their full potential to help the team progress. Training involves trials, practice and repetition over a long period of time.

The same can be said for marathon runners who must prepare carefully and responsibly to complete the races. Examples can go on with police and firemen who are trained to act in the most difficult situations, where discipline is the main component of training for courage: "they don't think they are brave, they really do what they have to do"

Verne Harnish the founder of the Young Entrepreneurs' Organization, used to say that "in team sports it's 90% practice and 10% performance, but in business it's completely different because we consider ourselves lucky to have 10% of the time to practice through training and development." At the club, I had an old coach who said: practice doesn't make you perfect, but perfect practice makes you perfect, and for this you need a serious and relevant training that will allow you to fully fulfill your mission as a teammate in the team. Former

basketball coach Bobby Knight used to say: The key isn't that you're going to win, it's that you prepare to win.

Thanks to new technologies (phones, computers, smart watches, etc.), man is able to access all the information he needs in his training and development. Communication and learning processes have changed radically, which makes training programs more effective. Summarizing, Berman wrote: "the good news for all of us is that we have that ability to train ourselves and to be able to learn to be brave, we can create processes that over time will not repeatedly help us make brave decisions in a complex and changing world, and we can become brave with practice. By practicing we can create attitudes and by creating attitudes we create routine".

3 CONCLUSION

In conclusion courage plays an essential role in forming the right team in several ways as follows:

- exploration NEW ideas and approaches: i encourage people _ to share it unconventional or daring ideas. In a team, this can be crucial for generating innovative solutions or finding approaches we and EFFECTIVE for problems existing.
- encouraging diversity: facilitates an environment where team members feel free to express their individual perspectives, which can lead to a diversity of ideas and approaches. This is essential to building a team with diverse skills and perspectives that CAN approach VARIOUS challenges.
- taking risk: in a team, this aspect can it meant that some members were willing to try new strategies or engage

in projects involving a greater degree of uncertainty. This ability to take risks responsibly can leads to discoveries and accomplishment significant.

- create a culture of trust: encourage members TEAM Let him express thoughts and opinions free fear of judgment or reprisals. Thus, a culture of trust and mutual respect can be created in the team, which is essential for collaboration and communication efficient.

Essentially, courage is a key quality in building the right team, as it encourages diversity, innovation and taking responsibility to achieve common goals.

The core system of courage is essential for effective and sustainable leadership because it generates impactful decisions in the organizational culture.

Courage enables leaders to make important decisions, even in the face of uncertainty, and this ability to act decisively is crucial to navigating challenges. A courageous leader creates a work environment where the team feels encouraged to contribute and innovate.

The courage to be authentic and admit mistakes helps build a relationship of trust between the leader and the team. This transparency improves communication and collaboration.

In conclusion, courage is a fundamental quality that profoundly influences leadership style and organizational success. Leaders who cultivate and demonstrate courage not only improve their own effectiveness, but also positively impact the teams and organizations they lead.

The literature provides viable resources for leaders to improve their leadership style and develop the courage of the members of their organizations.

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