

THE EMERGENCE IN LEADERSHIP: THE METHODOLOGY OF COURAGE

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Abstract: Berman's Courage Methodology is a concept that focuses on the idea of facing personal fears and anxieties in order to live an authentic and fulfilling life. It is a type of approach that encourages people to overcome their self-imposed limits and take risks, even in the face of uncertainty or possible failure. The concept is based on the fact that true courage is not the absence of fear, but the ability to act despite fear.

Keywords: organizations, goals, courage, fear, perspective, business, counseling

1 INTRODUCTION

Berman promotes the idea that people must learn to navigate their fears in order to achieve personal growth and success. Instead of avoiding difficult situations or staying in their comfort zone, the methodology encourages an active approach to self-discovery and taking on challenges.

In short, Berman's courage methodology is about transforming fear into an opportunity for growth, a process of confronting your internal limitations to live a more authentic and meaningful life. It's a concept that fits with modern ideas of personal development and mindfulness.

An interesting and exciting approach to leadership is offered by Ryan Berman. He creates a methodology through which he teaches companies and their members how to achieve the desired performance.

Berman envisioned creating a community of nonconformist, courageous, and visionary individuals who would help companies survive in the tumultuous times we all live in.

Such leaders do not agree with the status quo of an organization that assumes a focus on risk-taking and an aversion to courage, but are willing to explore unbeaten paths to develop the organization.

The methodology proposed by Ryan Berman is the result of his experience, acquired after so many years of working in San Diego and New York with famous brands such as Puma, Bumble Bee, Tuna, UNICEF, etc. Thanks to this experience, he has come to redefine his conception of business management, in the sense that the methodology he proposes is based on metaphors, on the one hand, and on the Hamletian dilemma "to be or not to be":

- I was angry because I had given so much to this company, over six years of loyalty and devotion;

- I felt so hurt because I sensed that after so long, they didn't want me, didn't appreciate me, or weren't good enough to be one of them;
- I'm a fool because I worked in a place where my feelings were not respected, in the end they showed their cards, considering that I couldn't be part of their team.

Ryan Berman defines leadership from the perspective of faith, which should not be confused with it. Faith is actually the clear mission of leadership and to be followed it needs good leadership: the sole purpose of faith is to create faithful followers such as employees, board members, customers, as well as development perspectives validated from all perspectives of organizational actors. A certain internal discord can be established according to which the employed staff questions the leader's decisions, considering them aggressive. Ken Blanchard said that to create a successful company you need a team of people, but to fail in a business you only need an incompetent leader.

A weak leader treats subordinates as if they were cheerleaders. Such a leader who treats staff like this cannot be considered a leader, and in special situations they do not act as a leader should at the right time and place.

Return to courage (ROC) the courage methodology proposed by Berman consists of identifying the elements that generate the courage of each individual to act in order to achieve their goals, both their personal and those of the organization they are part of. Berman called this methodology ROC – Return on Courage, offering actions and tricks to have the courage to make major and interesting changes.

The methodology offers:

- the three elements of the courage equation (anger, hurt, stupidity);
- a trick to boost courage;

- how to convince the boss to make courageous changes.

Ryan Berman is one of the founders of Courageous Companies Build, a consulting firm that develops Courageous Brands and trains companies to operationalize their courage (Puma, Subway, Caesars, Entertainment, Major League Baseball, UNICEF).

Leaders often avoid sharing the most important and true information for fear of losing morale, and the most experienced employees realize this. Trust is considered the fundamental element for the organization; it sets the tone in an organization. Employees may receive bad news from time to time, but they never question what is decided for the good of the organization. They know that their leader accepts their best path and prioritizes what the organization needs even when it is difficult, and this makes the difference between a weak leader and an effective leader.

In this context, it is about establishing the vision, providing the truth no matter how dire the circumstances. Leadership is not the prerogative of one person, it takes a team to share and believe in the ideas promoted by the leaders.

The team must be a mix of different types of unique personalities who adhere to all of the company's core values.

Berman believes that humanity is currently experiencing the dawn of the business apocalypse. This is proven by the figures provided by the Fortune 500. In 2000, 52% of the companies mentioned in the Fortune 500 disappeared, and in the last 20 years, more than half of the companies mentioned on the Fortune 500 list. 50 years ago, the life expectancy of a company was 75 years, and now it is less than 15 years. It is estimated that in the next six decades, more than 9,000 companies will no longer appear on the Fortune 500 list. The business apocalypse was caused by the disappearance of several prosperous companies. The causes of the disappearance are:

- companies are losing money at an alarming rate

Digitalization has changed business: more business, more noise, more access, more qualification and competence. A paradigm shift has occurred, if until now customers bought what was offered to them, now customers need to buy everything from a company. Consumers need information more than ever, which means that businesses need to be much more transparent than before. Now companies based on value, responsibility and purpose are the ones that will be able to survive and win. There are companies that are still confined to the old provisions of doing business. They hesitate to accept the new and use new practices, new products to change their perceptions struggling to survive and one day they will disappear.

- fear of change

The fear of change is generated by our very human nature. Our emotional brain remains either our freeze or our fight and flight stimulating. The destructive emotions that are deeply rooted in us - anger, revenge, fear - are speculated here on one hand. The constructive, positive emotions are the opposite of the fun ones that create doubts, fear and stress in the workplace. In other words, our head, often gives us the best of us, but we must recognize that this, although connected to reality, does us no favors. When it is time to make major changes, our instinct triggers our fight and flight towards action.

Given the nature of the human being, characterized by the existence of complex and complicated emotions, the individual must learn how to manage them as best as possible. This is Nicholas Alp's advice: we must accept our limits of our ancestral heritage, but we must find those strategies that help us manage negative emotions and fear. These are the conclusions that Nicholas Alp reached after 25 years of experience in clinical research, explaining what makes each of us approach anxiety. He explains why the individual does not react to what is

happening around in these stressful times of covid, although he desperately wants to find the means and the courage to act, to find solutions to his problems.

- What brought you here won't keep you here.

The explanation for this truth is as follows: change can be expensive and difficult, and the individual has no guarantee that what he does next will be good, but not preparing, not changing because it will be difficult tomorrow is a very serious thing. High-performing companies, in order to maintain themselves, will have to find ways to develop.

- you need time, but you don't have time

Organizations are subject to a set of influences that define behavior: externally it feels the pressures coming from a concrete need as strong as possible, on the one hand and internally the employees are not well enough prepared to cope, they are proud or skeptical. Combined, the two aspects determine the blocking of the company which means that it cannot change at the desired pace. Indecision and uncertainty lead to the slowing down of the decision-making process and this can contribute to the end of the company, so the company will have to make the changes it needs.

- the most effective currency is time

If we could fight for an eighth day of the workweek, maybe that would help people. To address the two major themes, we can talk about corporate time management. Berman calls the two major themes: turnaround time and turnover time.

Turnaround time is the time required to implement change and for which we must take into account the fast pace at which business is conducted and that we will continue to become even faster. External hiring will expose the potential of organizations regardless of the employee's loyalty, and new employees will need time, which they are often not given, to be up to date with the peculiarities of the business they inherited. This will make turnaround time

difficult and surprisingly, a higher turnover will be achieved.

Turnover time is the rate at which the business loses and hires new individuals.

Employees who leave the company have a lot of information and knowledge about the company and this could become a hindrance. The legal employees that we consider in this context an organizational disadvantage is usually the same group that holds important information and knowledge about the company. On the other hand, legal employees who resist change tend to return to the way life has always been in the organization. Nothing slows down an organization like a lack of trust, a lack of empowerment, a lack of process and a lack of skill.

It is necessary to establish with the bosses and within the team what they intend to achieve in the allotted time. This is difficult to achieve if there is a lack of trust within the organization, there is no empowerment, when credibility is at a low level.

Salvador Dali said: intelligence without ambition is like a bird without wings. The wings of change often take flight when a willing and courageous soul first begins to lead the change, making room for creation and innovation in a stagnant organization.

- the six myths of courage

The explanatory dictionary of the Romanian language defines courage as: the ability to boldly face dangers and shortcomings of any kind. Courage implies firmness in actions and in the manifestation of convictions, strength of character.

Berman believes that no one is perfect enough to voluntarily do something that requires courage simply because they are afraid. In the mind of every individual there is a general idea of what courage means. Courage is often misunderstood, but I believe, Berman said, that one cannot truly understand what courage is without first understanding that it does not exist. From this perspective, Berman establishes six myths of courage:

- myth 1 courage describes other people;
- myth 2 courage is the ability to jump out of a plane without a parachute;
- myth 3 courage is a risky journey alone;
- myth 4 courage cannot be taught;
- myth 5 courage is impulsive;
- myth 6: Courage has no role in everyday life.

Without examining these myths, it is easy to see how and why the idea of courage is rejected in boardrooms and business conversations. Once the myths are examined and what courage is not is seen, they will allow a better understanding of what will need to be done in order for employees in organizations to have the courage to act, giving them a competitive advantage that would allow them to achieve their established goals.

- courage describes other people

The explanation of this myth is made by comparing it to science fiction films, in which the heroes are forced to act in the most varied situations impossible for everyday reality. The question that could be asked is how we would have coped if we were in the situation in which the heroes of the film were. The idea of having such a type of immeasurable courage is foreign to many of us. We cannot relate to such types of action because we cannot put our lives in danger because we are not superheroes.

Such courage is called extreme courage. Extreme courage can inspire the most daring individuals to find solutions to problems. This can happen in open organizations that encourage staff creativity, inventiveness, and innovation.

Such a type of courage is for people who engage in motivational talks, out of a desire to work as a team and feel good. This type of courage is called encouraged courage. Brene Brown has made the word something wonderfully relevant and meaningful for a community that wants to overcome difficulties with the help of courage. She believes that the manager must be of good faith in order to

determine employees to take courage in their actions.

The two types of courage are considered the first the most radical and the second the most vulnerable. The question is what kind of courage is left for others to have. Thus, a third type of courage was identified: employer courage - employer courage, considered to be the one who needs an employee, the one who teaches him how and when to be courageous at work. Once learned, it provides concrete instructions to help employees in the decision-making process to improve the activities they carry out.

- Courage is the ability to jump out of a plane without a parachute

In a business world where strategy and analysis are valued, courage can be misinterpreted as reckless or rash. Jill Avery reconsiders these negative connotations of courage by stating that these are reckless acts.

Russell Weiner, president of Domino's, said: think of this sentence spoken with different inflections: it took *courage* versus *it took* courage, these are the same expression, but totally different.

Another example is his own mother who said: what was brave means untrue, that he was stupid. There is a very fine line between what was perceived as truly brave and what is seen as reckless.

Andrew Turner also wondered how you can tell what is just stupid versus what is brave. There are a lot of individuals who want to and risk investing in using great products, but they don't understand the market segment or the needs of the customers. They will not succeed and will eventually sell their business.

In this sense, courage is interpreted as a lack of strategy, more like equating courage with making careless decisions that are not based on wisdom. Courage does not mean stupidity or a suicide mission, in fact, courage is associated with knowledge.

To better understand this myth, the example of a skydiver is given, where many people do not understand how someone in a special suit can make the jump. The word madness is most often mentioned, but to achieve this requires continuous and very thorough preparation, studying the weather and atmospheric conditions that are needed and that contribute to the successful completion of the jump. They know what forecast could appear and which could require the cancellation of the jump. He practiced, visualized and studied the settlements of the earth, knows how long he has to stay in the air and the place where he can land. All this ensures the success of the jump and may seem perfect for maximum success.

Weiner R calls this the airplane of business, stating: courage is the parachute jump from the plane, the parachute being the set of information that the parachutist collects to prepare for the jump. This will be done in a team. This is the product that brings to the market. All this means courage in business. Courage is like piloting an airplane and sometimes due to turbulence plans can change and there is no guarantee that everything will be completed successfully.

It is always good to have a plan B that takes into account all the options that may arise during the flight, as one realizes that having courage means having a purpose, and the more one prepares the jump based on a calculated conception, the more it guarantees success for the future.

- Courage is a risky journey alone

Courage is how one responds in the most stressful moments of business, and for bold and pragmatic leaders, courage means that their subordinates are with them in making difficult decisions regarding achieving the organization's goals.

Providing innovative products or sending out a press release regarding a bold stance on a controversial topic like gender equality. Courage can be compared to a journey to a desired

destination, but without immediate significant results.

Berman argues that while courage is undoubtedly a journey, he perceives it as being as risky as it is believed simply because the leader does not act alone; he has the support of the followers who follow him. There will always be a certain level of ineptitude in making courageous decisions, but if they are well prepared, the risk will not be as great.

Courage is less ME and more WE. In business, you have to act together (do it together) and not alone (do it yourself). Acting together is the foundation on which the success of an organization is built, it takes a team to succeed, a team becomes the reliable and loyal support in choosing the directions of action.

The business world is very tough, acting alone is a suicidal act. You need a council or county, which will approve the decisions as a sign of support and to help the leader in making courageous decisions. If all of this is there, the journey will be less risky. Thus, Adam Grant states: the risk becomes less important than doing what is considered right.

- Myth 4 Courage is impulsive

The content of this myth is explained again by referring to successful action films produced in Hollywood in which the main character is put in a difficult situation in which he must be saved or may be a hero who through unsuspected means is able to act to save people.

For this reason, films reproduce memorable scenes in which action plays the main role, sometimes exceeding human limits. These fictions may be based on true history, but it is anything but the truth.

In the business world, this type of work of unpleasant decisions can also be interpreted as a lack of strategy. It is one of the reasons why the idea of courage as a value in business is rejected. Words like fearless, brave, daring and courage are often ignored in the workplace because they seem not to be taken into account when developing a master plan.

These words suffer the consequences of being considered impulsive, which leads some to avoid them.

Secondly, Berman appeals to specialists in the field to explain and understand the content of this myth. Malcolm Gladwell states: if the profession is built over a succession of years, developing experience, if this job were practiced for 10,000 hours, the knowledge and experience gained would probably allow those who possess it to act faster than other people.

What does impulsive mean? Berman gives the example of a little story of a neighborhood neighbor who, together with other families, set up their tents in a local park in the middle of the night. Immediately, many screams were heard from a nearby pool: a little girl had been pulled out of the water and was no longer breathing. Everyone seemed to freeze when one of the fathers, a firefighter by profession, rushed to the little girl and resuscitated her. It was a learned instinct due to the profession he practices. Business people must learn to use these types of instincts to be able to get out of an unwanted and unexpected situation.

Another example given by Kathleen K. Rearden who in an article of hers in Harvard Business Review wrote: interviewing over 200 senior and middle managers who have acted courageously, either in society or in their companies or their own careers, all agreed that courage is rarely impulsive in business, a courageous action is a reality with a certain type of calculated risk.

Berman explains the content of this myth through his own experience as a basketball player on the school team two hours a day, four days a week. It was repeated, it was learned what to do on the court, before the ball left the player's hand. Everyone knew what to do at the right time and place.

As a spectator, all of this may seem impulsive, but from the player's perspective, it's different. The players knew that by constantly practicing, they would be prepared to make the

right decisions on the field, thanks to the instinct they had developed. This instinct is formed through experience and the learning process through constant repetition, not by chance.

- courage can be learned

Although there is much information about courage, there are few specialized books that address courage in business. However, in the academic environment, there are courses on entrepreneurship and leadership, there is no course that studies courage in university curricula. Berman states: we train ourselves to be brave, because we perceive it as innate, perhaps we do not consider courage because we believe that it cannot be learned. Bill Treasurev has noticed the difference: contrary to popular belief, courage is a skill that can be taught and learned, because most individuals have the capacity to be brave.

Courage is not an inherent trait, it can be learned by repetition and practice, only in this way can one reach the state of courage. Routine turns courage into a habit, the more one trains, the more formidable it becomes and this skill is strengthened. The desire to be better means continuous practice. The example of the famous swimmer Michael Phelps, participant in five Olympics, winner of 28 Olympic medals, 23 of which were gold medals, is given.

Just like in sports you have to train all the time; every day becomes a competition that you have to win. Repetition is the key to success, time is everything in business, it requires effective management and involves making courageous decisions and constant movement for businesses to be successful.

We become aware of the fact that courage can be learned, the individual will assume the responsibility of capitalizing on his full potential. Kathleen Reardon stated, in this sense: courage does not mean wasting capital on low-priority issues, good people and good leaders have a greater than average desire to act in a bold manner, strengthening his chances of success through careful deliberation and preparation.

- courage has no role in everyday life

In the life of every individual there are moments when they wonder what courageous actions they have taken and to which they would like an answer, but often this moment is overcome by moving on to another request that needs to be answered. A certain nostalgia is created that returns to the mind of any individual thinking about how it was possible and what were the reasons for the courage shown in those moments. Many examples can be given: moving to a new city where you don't know anyone, accepting a job offer before knowing the salary level, accepting a job offer that requires other skills than the person in question, etc. Looking back, these moments were courageous, but rare, in which the individual felt very good that he could do something special because we don't participate in many courageous deeds and because we don't perceive courage as having a role in our lives.

Jay Coen Gilbert admits the idea of courage as a business concept, which is formed only in certain situations that require an immediate reaction, a kind of diaphragm. Once the goal is set, then the state of courage is triggered. Courage is related to the vision of changing the operating system, culture and business practices so that any company can compete to be the best company, for shared and sustainable prosperity. It is a global approach to courage and especially to leadership in general. There is a big difference between not knowing at a moment with an act of courage and the ability to find the opportunity in which the act of courage is needed. Most of us are not able to identify these precious opportunities.

The methodology of courage involves experiencing such a goal, namely to teach people how to act in a timely manner to gather their courage to overcome difficult moments. The key to success lies in personal and team training to detect these moments of assumed risk. Many high-performing soldiers believe that

they are what they are not because of courage. Continuing Jeff Boss does not see anything courageous in what he did in the Navy: I see it as a by-product of the goal that I pursued as a result of the fact that I trained and studied.

Mike Rubino, FONY firefighters: I don't feel like a hero. We were fulfilling our calling to protect others when they couldn't. This is a sense of duty without hesitation.

Those who have courage do not consider themselves brave, and those who do not have courage do not see themselves capable of such a thing, misunderstanding the definition as something unattainable or not for them. In the current definition of courage this means doing something considered impossible. Courage is redefined by what is best in us for the good of all. That is, everything starts from the desire of each individual to do something for the common good.

ROC is a Go-to interaction manual for courage employees and company management to identify fears of possible attacks from competitors and decline in business. The manual teaches how to approach the offensive, how to manage change by transforming the organization into a courage brand. For an organization, R.OC. can be the secret weapon to innovate new products and services, modernize performance, maximize return on investment, revolutionize the company.

CONCLUSIONS

The conclusions we can draw from Berman's courage methodology are essential for personal development and for how we face the challenges of everyday life.

Courage is not the absence of fear, but action in spite of fear: One of Berman's fundamental ideas is that fear is a natural part of the human experience. Courage is not about eliminating fear, but choosing to act even when you feel scared or unsure.

Facing fears leads to personal growth: Every challenge or fear we overcome helps us become more resilient and more aware of our own limits and resources. The courage to face our fears paves the way to a more fulfilling life.

Comfort zones are limiting: If you choose to stay in your comfort zone, you will avoid risks, but also opportunities for growth. The courage methodology encourages us to step out of this comfort zone to explore new territories, even if this can be scary.

Turning Fear into an Opportunity: Another important conclusion is that fear can be turned into a valuable resource, a source of motivation. Instead of viewing it as an obstacle, we can see fear as a sign that we are facing an opportunity to learn and grow.

Authenticity comes from taking risks: The methodology emphasizes that in order to live an authentic life, it is essential to face what causes you fear or anxiety. Only when we face our fears can we truly understand who we are and what we want from life.

Courage as an ongoing process: Courage is not an isolated act, but an ongoing process of facing fears and growing in the face of uncertainty. Every small step we take in the face of fear contributes to constant growth and a deeper sense of self-efficacy.

Overall, Berman's courage methodology teaches us that truly living means accepting and facing fear, not avoiding it. It is a call to courage to live a more authentic and fulfilling life, despite the internal or external obstacles that may arise.

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