VULNERABILITY:

THE SOURCE OF JOY, CREATIVITY, BELONGING & LOVE

BUILDING TRUST & COMMUNITY
High Performance Teams

VULNERABILITY
Owning imperfections & accepting responsibility

FEAR

Blame-based Conflict

Willingness to be Vulnerable

Intense Conversation

Interpersonal Risk-Taking

TRUST

Deep Commitment to each other

LOVE
INSPIRATION

PATRICK LENCIONI: THE 5 DYSFUNCTIONS OF A TEAM

Happiness
Risk & Trust
Self-disclosure

BRENE BROWN: THE POWER OF VULNERABILITY

PETER SENGE: THE 5TH DISCIPLINE

CHRIS ARGYRIS: DEFENSIVE ROUTINES

Fisher-Price
Waldorf Schools

Experience

Rites of Passage
Inattention to COMMUNITY GOALS

Avoidance of ACCOUNTABILITY

Lack of COMMITMENT

Fear of CONFLICT

Absence of TRUST

Individualism over Community

Low Expectations

Ambiguity

Harmony Addiction

Perfectionism & Invulnerability

Compelling Purpose

Sincere Promises

Clarity

Intense Conversation

Vulnerability

Limits to Community in Waldorf Schools

Adapted from Patrick Lencioni (2002) *The Five Dysfunctions of a Team*

By Lesley Diaz – The Center for Social Sustainability
Trust: A Definition

“The willingness of a [person] to be vulnerable to the actions of another [person] based on the expectation that [she] will perform a particular action, ... irrespective of [her] ability to monitor or control [the] other [person].”

“In sum, trust is a willingness to be vulnerable to another [person]”

ABSENCE OF TRUST

- Absence of Trust
- Culture of Perfectionism
- Avoidance of Vulnerability
- Risk & Interdependence
- Absence of TRUST

- GOALS
- ACCOUNTABILITY
- COMMITMENT
- CONFLICT
Development of Trust

- GOALS
- ACCOUNTABILITY
- COMMITMENT
- CONFLICT
- TRUST
  - Expression of Imperfection
  - Acceptance of Vulnerability
  - Risk & Interdependence
Model of Trust – Mayer, Davis & Schoorman (1995)
Risk-taking in Relationship

Perceived Trustworthiness:
- Ability
- Benevolence
- Integrity

Willingness to be Vulnerable

Perceived Risk

TRUST

RISK-TAKING

OUTCOMES

Connection
- Curiosity
- Creativity

VULNERABILITY
Self-Disclosure & Liking

“Self disclosure serves an important symbolic function in interpersonal relating”

Disclosers & recipients share a common understanding
Self-disclosure communicates something more than content

Disclosing communicates:

- We trust the person to respond appropriately
- We value the person’s opinion & responses
- We are interested in knowing the person
- We want them to know us
Love is the polar opposite of fear, emotionally and neurologically. Thus it is the anti-dote to fear and the first step towards happiness.


Fear kills curiosity, creativity & connection
There is only one variable that separates people who have a strong sense of worthiness and those who don’t ... they fully embrace vulnerability. Vulnerability is neither comfortable nor excruciating, it is just necessary.”

“Vulnerability is the source of shame and fear and struggle for worthiness. It is also the birthplace of joy, creativity, belonging & love”

People who feel “worthy” choose:
- Curiosity over certainty
- Imperfection over perfection
- Authenticity over pretence

Brené Brown: The power of Vulnerability
TED Conference June 2010
RITES OF PASSAGE

ISOLATION

ENDURANCE

CHANGE

BELONGING

INTENSE CONVERSATION

VULNERABILITY

COURAGE

Courage for imperfection

SURRENDER

Surrender to future possibilities

Adapted from the unpublished work of Kim John Payne

The Center for Social Sustainability
Exploring Vulnerability in Groups

Ice-breaker activities of low and high risk for low and high trust situations

Factors that affect perception of risk & willingness to be vulnerable:
- Group size & membership
- Length and nature of relationship
- Context (work, family, community)
- Type of activity
- Perceived “fit” between content & context

See Handout.
DIAOLOGUE & DEFENSIVE ROUTINES

Free-flowing meaning between people can only occur when people see each other as colleagues.

Dialogue:
• Acknowledges mutual risk and establishes a sense of safety
• Conflict, which is critical for creative thinking becomes part of the conversation

“Defensive routines are the entrenched habits we use to protect ourselves from the embarrassment & threat that come with exposing our thinking”

• Pull down team members
• Drain energy and sap peoples’ spirit

“When defensiveness is met by self-disclosure & inquiry, team members begin to see more of each others’ thinking”