CARE TO DARE – A SUMMARY OF THE WORK OF GEORGE KOHLRIESER

Secure Base Characteristics	Definition	When present, this promotes greater health in a group by …	When absent, this characteristic diminishes health and effectiveness by …
Staying calm	Remaining calm and dependable especially under pressure	Providing opportunities for risk-taking and staying calm in stress situations.	Feeding fear and further allowing negative emotions to get in the way.
Accepting the individual Bonding / Making Emotional Connection	Accepting and acknowledging the basic worth of the person - "unconditional positive regard"	Allowing for problem-solving through a safe space free from condemnation.	Paralyzing the team's ability to solve the problem. Fear of failure is more prevalent than finding solutions.
Seeing the potential Makes others the focus of attention and affirmation	Focusing on a person's potential talent vs their current functioning or "state"	Creating confidence in the team and their ability to step into greatness.	Discourages growth and future possibilities.
Using listening and inquiry Vital in leading through times of complexity and loss	Having a deliberate preference for listening and inquiry rather than "telling" and advocacy	Allowing for a broader perspective by hearing a range of solutions – unleashing the "mind" of the team.	Creates division and distraction from the problem that needs to be fixed.
Delivering a powerful message Vital in leading through uncertainty and ambiguity	Mastering the power of maxims or "bull's eye transactions" that carry	Positive clarity in the chaos. Keeps a group member focused on their goals.	Leaving people with a diminished focus and too many signals to manage.
Focuses on the positive If bonding is the `heart` of leadership – positive focus is the `head`	Becoming good at directing the focus of other people on the positive rather than the negative	Teaches them to see the bigger picture and visualize the attainment of the goal.	Allowing cynicism, negativity, and destructive emotions to enter the situation.
Encouraging risk-taking This is about fueling courage and fostering positive focus!	Actively daring people to unleash their potential by providing tangible opportunities for risk-taking	Provides a safe way for teams to challenge themselves, learn from those challenges and move forward.	Can create fear and uncertainty.
Inspiring through intrinsic motivation This is about tapping into a deeper core level in every person where their values can mesh with the wider values of the team.	Tapping into the motivators of potential, learning, development, and personal passion rather than reliance on extrinsic motivation	Allowing them to work towards self – actualization and find joy in their work. Promotes employee engagement.	Poor bonding for leaders and teams as well as between team members.
Signaling ongoing accessibility This is the gift of assured presence while in the middle of the fray.	Sending a clear and consistent message – I am accessible and available.	Promotes bonding and allows teams to continue to explore creativity and solve problems , while having the confidence that a leader who cares is there when it counts.	Teams do not know where to go for help, which can lead to mistrust and miscommunication on between team members.