

DARING GREATLY:
HOW THE COURAGE
TO BE VULNERABLE
TRANSFORMS THE WAY
WE LIVE, LOVE, PARENT,
AND LEAD

By Brené Brown
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Reviewed by SARA WITHERS

Have you ever thought of vulnerability as weakness? Many leaders do whatever it takes to avoid being caught in a position of vulnerability for fear of how they may be perceived. Dr. Brené Brown, in her book *Daring Greatly*, seeks to help readers come to a new understanding of vulnerability, to see that vulnerability is actually “courage beyond measure” and is “daring greatly.” This book

shame from our lives. It is true that

care, inequalities in education, homelessness, children at risk, and natural disasters.

Driven by a sense of fairness (or lack thereof), each of the 31 interviewees came to believe they could make a difference—that they had something to offer. And when the opportunity came, they had the positive mindset and self-awareness needed to take action. They all started small and then persevered until they were recognized as leaders.

All of the 31 leaders are introduced at the beginning of the book. Their stories unfold throughout the book as the authors describe each of the seven steps or choice points. Exemplars are chosen from the 31 narratives to develop the chapter devoted to one step. For example, the chapter on fairness features seven of the leaders. Inderjit Khurana, a teacher, recognized that the children “outside” of the school gate deserved an education as much as those “inside,” which led her to take school to the “railway children” in the form of “bags of magic” that carried basics like pencils, crayons and soap. Ryan was only six years old when he became aware that many people in the world have to walk 10,000 steps to get clean water, while he only had to walk 10 steps to the water fountain. Dr. Winchester, a surgeon, took action to provide surgical supplies and knowledge to Russian doctors who didn’t have access to the same instruments he had. Sanphasit was among the first to

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be willing to stay on the growing edge. This insight led Maxwell to conceive of the five levels of leadership that are different stages of a leader's development. Now an internationally recognized leadership expert who has sold more than 19 million books, Maxwell says it took him about five years to expand his concept of the five levels of leadership already found in *Developing the Leader Within You* (1993) into a publication on its own.

So, what are the levels of leadership? Instead of defining the term and elaborating on the meaning of leadership, Maxwell discusses five different types of leadership he calls levels:

1. Position—people follow you because they have to.
2. Permission—people follow you because they want to.
3. Production—people follow you because of what you have done for the organization.
4. People Development—people follow you because of what you have done for them personally.
5. Pinnacle—People follow you because of who you are and what

