

The C.O.U.R.A.G.E. Framework™ at a Glance

SEVEN PILLARS, AND WHAT EACH ONE LOOKS LIKE IN PRACTICE.

The workshop uses Carl Shawn Watkins' C.O.U.R.A.G.E. Framework™ as a practical model for emotionally intelligent legal leadership.

PILLAR	LEADERSHIP FOCUS	PRACTICAL APPLICATION IN A LEGAL TEAM
C Connection	Build belonging, respect, and trust	Recognize contribution, learn team members' goals, and create human connection without lowering standards
O Openness	Create safe channels for candor	Encourage early escalation, thoughtful questions, differing perspectives, and honest case discussions
U Understanding	Lead with emotional intelligence	Listen before reacting; recognize the human impact of workload, client trauma, and high-stakes matters
R Responsibility	Practice accountability without blame	Clarify expectations, own leadership errors, and address performance issues directly and fairly
A Authenticity	Lead with integrity and consistency	Communicate candidly, admit limitations when appropriate, and follow through on commitments
G Growth	Develop people intentionally	Provide timely feedback, mentoring, sponsorship, coaching, and developmental assignments
E Engagement	Connect people to purpose	Help team members understand how their work serves clients, the firm, and their own professional future

Courageous leadership is not the absence of uncertainty. It is the willingness to lead with honesty, accountability, and purpose—especially when the work is difficult.