

FINDING BRAVE

with Kathy Caprino

Transcript

Finding Brave Episode #41

The New Definition of Leadership with Karen Kimsey-House

Karen Kimsey-House: I think that organizations have been waking up for some time now to the fact that leadership isn't just transactional. It's not just about getting people to do something. It's really relational. And yet, a lot of people in leadership roles inside organizations don't really have the training or the support to really establish those dynamic, productive, empowering relationships inside the organizations.

Kathy Caprino: Hello everyone. This is Kathy Caprino and welcome to my podcast, *Finding Brave*. I've created this show for everyone who longs to create something bold and brave in their life, to rise up, speak up, and stand up for who they are and to reach their highest and biggest visions.

Each week I'll be speaking with inspiring guests from all walks of business, leadership, entertainment, the creative arts, and the entrepreneurial world, and they'll be sharing their intimate stories of Finding Brave and offer their best strategies for building your most rewarding, joyful, and meaningful life, business, and career.

Hello everybody. Welcome to *Finding Brave*. I'm Kathy Caprino, and I wonder how your week is going. Is it brave? Is it not so brave? Is it unbelievably courageous? I can't wait to hear. I would love you to share, and I'd love you to share what you're getting out of this podcast because we sure are loving doing it. I'm so honored truly. I got chills having my guest here today, Karen Kimsey-House. Karen, thank you for being here and taking the time. So appreciate it.

Karen Kimsey-House: Oh, it's my total pleasure, Kathy. I love the title of your podcast series.

Kathy Caprino: Oh, thank you. I bet you have a lot to say about bravery, tons, tons. Good, we're going to get into that. We are talking about the new definition of leadership, folks, and Karen is the one to talk about it.

Let me tell you about Karen and her illustrious background. One of the earliest recognized luminaries in the coaching profession, Karen Kimsey-House is the co-founder of CTI, the Coach's

Training Institute, one of the largest coaching and leadership development companies in the world. Karen is also the co-author of *Co-Active Coaching*, fantastic book, the best-selling industry bible now in its fourth edition. That's no small feat. Congratulations. And *Co-Active Leadership: Five Ways to Lead*. On a mission of global transformative change. Is that all?

Karen continues to lead CTI workshop and is a dynamic keynote speaker on leadership around the world. Thank you again for being here. You're in California, right, Karen?

Karen Kimsey-House: I'm in Oregon, actually. I moved from California recently, and so I'm in Ashland, Oregon.

Kathy Caprino: Oh my goodness. Oh, that's why you seem like you're glowingly happy, connected to the earth maybe, huh?

Karen Kimsey-House: You bet.

Kathy Caprino: All right. Let us dive in here. We love to go off script, folks, you know that, but before we even talk about these questions about the new definition of leadership, can I ask you just quickly about CTI? I just mentioned earlier, there's a lot of coaching training organizations out there and yours is the one I recommend at the highest, highest, highest, highest.

I have met so many people who've been trained by your organization, who are just brilliant at what they do, and special people. I know that you do attract just, just beautiful souls who want to make a difference, but can you just tell me, because I'm personally interested, how did you start CTI? Was it just a tiny little vision in your mind? Did it take years and years? Can I hear that?

Karen Kimsey-House: Both and it was a tiny little vision in our mind. We started CTI in 1992 with a two-and-a-half-day workshop. My husband and our third partner, Laura Whitworth had been doing something we were calling coaching, along with a couple of other people, and we thought we'd train people how to coach in two-and-a-half days. We started out tiny, tiny, tiny and really drew the beautiful people we attract. The luck of timing, we've grown to be ... Actually, we're the largest coach training organization in the world.

Kathy Caprino: That's what we said. Had you had a lot of training in terms of how to train coaches?

Karen Kimsey-House: No. We really made it up as we went along. My husband and I both have a background in theater, which I think is actually excellent training to understand how people work. We just kept doing what made sense to us and letting go of that which didn't and listening to feedback from other people. We were really fortunate.

Kathy Caprino: Oh, it's so inspiring. I love that. I have my own coach certification training and people say, "Is it ICF certified?" No. I have no problem with that, but at a certain point, you feel like you can teach something and you learn as you go along and you're not the be all and end all, but you know you have something important to teach and you do it. I mean, that's how big things start, right? Oh, love it.

Karen Kimsey-House: It comes from sharing that which you love and which is in your heart. I mean, that's where it all starts really.

- Kathy Caprino: That's it. Oh, I think that's it. Oh, I love it. So, let's talk about in doing what you've done, you know a lot about leadership. Let's talk about how coaching is a driver to great effective leadership. Tell us what the relationship is there.
- Karen Kimsey-House: Well, that's just it. It's about relationship. I think that organizations have been waking up for some time now to the fact that leadership isn't just transactional. It's not just about getting people to do something. It's really relationship. And yet, a lot of people in leadership roles inside organizations don't really have the training or the support to really establish those dynamic, productive, empowering relationships inside organizations. I think that coaching and coach training is such a beautiful training for people, and a few really simple things that we should all know how to do, and yet many of us are not very good at, things like listening, I mean really deeply listening to another person and asking really, really great questions and holding other people as creative and resourceful and trusting that they'll be able to figure out the solutions for themselves.
- I think that coaching has more and more really become central to leadership development that's effective for our current time, and I'm thrilled about that. I think it's going to really create a big change in how we work together.
- Kathy Caprino: Can I dimensionalize that for a minute, and tell me if I didn't get it right. It seems like what you're saying is that great leaders, in order to become greater, need coaching around all of these things, listening, communicating, engaging, envisioning, but I think you're also saying what you learned as a coach, you're now teaching leaders. What you learned about how to be a coach, you impart to leaders. Is that right?
- Karen Kimsey-House: Well, that's really true. I mean, coaching is about empowering people. I think really effective and great leading is about empowering people.
- Kathy Caprino: That's it. I don't know if you have children, Karen, but you know I had an 18-year corporate career then became a marriage and family therapist, which is all about behavioral and solution-focused scenarios and communication theory, but then becoming a coach, all of it has made me a better parent I think, a better boss. It's helped in every possible way, a better friend, a better daughter. Better. What does better mean? More engaged, more loving, more peaceful, more impactful. So, I'm 100% with you for sure.
- Let's roll it back. I would be rich if I even counted how many leadership books there are. Good grief, there's a lot of leadership books, don't you feel? They're coming out-
- Karen Kimsey-House: A mile a minute.
- Kathy Caprino: My gosh, there's a lot to say, but I feel like some of it really misses the boat. Can you just talk about the most fundamental definition of what leadership is, and what do you think about all these new ideas about leadership? What's going on here? What's happening for us?
- Karen Kimsey-House: Oh, I love that question. I love to think about this. We tend to think about leadership as being one dimensional. It's the person at the front, it's the person at the top, it's the designated driver. We really feel at CTI that leadership is much more multi-dimensional, that actually everyone has the capacity within them to lead and that leadership is really about being response-able, able to

respond, rather than to react in a creative way and responsible, able to really take the lead and follow your heart and have the courage to find brave and to really give your gifts to the world.

We define leadership really as about leaders are those who are responsible for their world. It's not designated. It's not about the title. Nobody tells you you can or can't. Everyone really has the capacity to lead. When you stand there, leadership really is for everyone. It's not just for the big cheeses at the top. We all become a part of a creative process of moving forward with any endeavor, whether it's in the workplace or in our families or in our personal life.

Kathy Caprino: So, it's an endeavor for every human on the planet who-

Karen Kimsey-House: Absolutely.

Kathy Caprino: Would you agree with this statement? If not, please push back. I was just speaking at the She Summit Bacardi recently. Oh, it was so fun. Oh. One of the things I said was this. I don't believe you can lead anything if you can't lead your own life. Do you agree with that?

Karen Kimsey-House: I do. Well, it depends on what your criteria for leading is, but with my definition, yeah, I do. I think it starts with what we call leader within, which is really getting grounded and self-acceptance and self-authority, really owning all the parts of yourself, the good, the bad, and the ugly, and then really claiming responsibility for your life and really realizing that you're not a victim of somebody else. The circumstances of life come and go, but I'm the one that writes the story. So, yeah, I don't know how you can effectively contribute that to other people if not only within yourself. Otherwise, you don't have a north star.

Kathy Caprino: Oh, I just couldn't agree ... What a beautiful way to put it. Let me just ask. When you're dealing with or helping coach a very high level person of a billion dollar organization and you sense that they're actually not leading their own life or the leader within is frail, do you start there? Do you work that?

Karen Kimsey-House: I meet them wherever they are to begin, but very slowly, I do a couple things. First of all, I do everything I can to slow things down, because inside an organizational setting, particularly at that level, things are moving so fast, those leaders don't really have a chance to even look. So, I let them know that the coaching relationship is a safe space for them to slow down a little bit, then I just be curious. It's so rare really for those people at the top to be listened to-

Kathy Caprino: It must be very scary for them to share those. Who are they going to tell that they're up at night scared to death?

Karen Kimsey-House: Or that they don't know.

Kathy Caprino: They don't.

Karen Kimsey-House: Because we all think that our leaders are supposed to know and have the answer. We all haven't learned yet that it's more collaborative than definitive, and so they need a place to really tell the truth and to be vulnerable.

That said, I'm seeing a real change in the C-suite executives that I work with. I'm seeing more natural vulnerability, more willingness to tell the truth, more openness. That is idea,

collaborative leadership, as time passes is accelerating really, really rapidly, and I find that so hopeful.

Kathy Caprino: Oh, wow, how wonderful. What a joy. I'm going to bring up kind of the opposite for a minute. This, again, folks, it's unscripted. We haven't talked about this. You might not know, but I do write a lot about narcissism and narcissistic personality disorder. I've had the unfortunate, misfortune of having more than my share of leader bosses who were true NPDS. It was a true personality disorder. Can you talk about that in leadership? Do you see it? Do you coach it? Do you deal with it?

Karen Kimsey-House: How can I not see it? It's everywhere, especially in our political situation right now, you know?

Kathy Caprino: I do know.

Karen Kimsey-House: Regardless of which side you're on.

Kathy Caprino: Yep.

Karen Kimsey-House: I think the first thing ... I'm not a therapist, so I wouldn't begin to diagnose everything, but I think the first thing to understand is that there's a limited view. A narcissistic personality has a very, very limited view of what's really going on. The ability to have a really dynamic relationship is somewhat limited.

That said, it doesn't work to just throw up your hands and say, "What a jerk. I give up." How far can you go? What kind of relationship can you create? If you find it unsustainable, then you really have to have the courage to exit the situation and move onto something that's more productive and more healthy for you, but if you're in a situation, you might as well see what you can get done and use that situation as an opportunity to experiment and to try a wide range of things before giving up on that other person.

I tend to give people a real big benefit of the doubt regardless of the presenting behavior, and I find that that doesn't always, but often, creates opportunity for openings that I never would have believed possible in the initial engagement. My advice would be go as far as you can and if you find you can't go far enough, get out.

Kathy Caprino: Well, it's kind of simple. I've got to ask you a question, again, unscripted. When I talk to you and when I'm with you, Karen, it's like a spiritual experience. There's a spirituality about you or a way of being. You may not use that term, but I'm wondering if you do talk about, deal with, address spirituality in the work that you do.

Karen Kimsey-House: We do in a very spacious way. We don't want to bump into people's religious ideology because it's not necessary, but I do believe that we're all here for a reason, that it's not an accident, that we're all here together, whether we think so or not. The notion that we're not connected to one another is kind of nonsense in this day and age, and that whatever solutions lie ahead for our species are solutions we're going to need to figure out together that we belong to one another.

I think CTI is based in the benign nature of the universe. Bad things happen. Good things happen. We're challenged. People come. People die. Our hearts break, but I think life in general

as an overall ... What is it, that great quote? The arc of change is long and it bends towards justice?

Kathy Caprino: Oh, that's beautiful.

Karen Kimsey-House: That's kind of how I feel. I think I messed the quote up-

Kathy Caprino: Oh, that's gorgeous. We'll find it and link to that. It's a benign universe, you feel?

Karen Kimsey-House: Yes. I think that's one of the most important decisions we can make as human beings. Are we going to hold the universe as a relatively friendly place?

Kathy Caprino: I think it starts with that, and if your answer is no, then I think there's a series of challenges that you might be participating in. I mean, we all know that what's on our radar is what will be brought to us, period. What we focus on is what expands, right?

Karen Kimsey-House: I don't mean to be Pollyanna about it. I think that people feel very negative about their own lives and about the world, for good reasons. It's not to dismiss that. It's just to say that that's a place to start, not a place to stop, and that you can move on from that place. I did.

Kathy Caprino: Did you have a rough experience?

Karen Kimsey-House: In my younger years, up until about 30, I had a really dark view of the world. I was very challenged. I also had a rough childhood, the whole thing. I got to a point where I just really realized that my life belonged to me and that I could establish my own beliefs and my own understanding of the world. I could make different choices, and I did.

Kathy Caprino: How did you make that shift? Did somebody prompt that or did you find that on your own?

Karen Kimsey-House: Well, yes, both. I had a lot of support from really great people and I also followed the truth of my own heart. I kind of realized, "Okay, I'm here for however long I am until I die, and who knows what happens then? What do I want to make of it? What do I want to build with this resource called Karen that I've been given," and that I needed to make some different choices with how I lived my life and the choices I made.

Kathy Caprino: You're such a poet. I cry at your words. It's so simple but so ... Love it.

Karen Kimsey-House: Thank you.

Kathy Caprino: All right. Let's talk about two things here. I'm a coach, you're a coach. We've got a lot of coaches listening. How have you seen ... I've seen some big changes in the field of coaching. Can you talk about how you've seen it change in the past, whatever, 10 years, 8 years? I'd love to hear.

Karen Kimsey-House: Gosh. I won't spend much time in the past. When we started CTI in 1992, nobody knew about coaching really. People didn't know what you were talking about. Coaching has become much more a part of the world that we live in. It's a 3, \$4 billion industry globally now, so it's much, much more widely known.

I think organizations have embraced coaching. In the last 10 years, the biggest change I see is

that organizations have come to stand that people need to be supported, that actually their people are their greatest asset, not their buildings or their technology or whatever else they've got going on, and that how they invest in their people is by supporting them and that coaching is a great tool for support.

Kathy Caprino: Tell me how that works. Do people hire CTI to provide coaching for their leaders or is it the certified folks within CTI that go or do you all as founders go? Tell me about that. I'm interested.

Karen Kimsey-House: All of the above. Organizations hire CTI because they want to help their senior leaders become more effective, and they understand that coaching is a key component of that. So, they hire CTI to come in and do some coach training.

I recently read a LinkedIn study that 85% of managers inside organizations felt they needed support in learning how to coach their people more effectively. So, they'll call CTI for that. They'll also work our coaching through CTI because we have such a big network and coaches who are able to deliver in many, many languages, so they'll engage CTI to coach their people, and then they'll engage CTI at a high level to consult with the organization to help really establish a clear vision for a coaching culture inside the organization.

Kathy Caprino: Oh, golly, you're in a good spot over there in Oregon doing great things. All right. I have a feeling you're going to have a very different, more beautiful, loving response than I about this one thing. There is a bugaboo I have and I think it's come from one, my own values, and what I align with, which is expertise and training. Number two, having been trained as a therapist, there are such high bars about ethics and confidentiality and knowledge. It's a heavy thing. Then, so what I see is a proliferation of coaches and coaching and I see a proliferation of zero trained coaches. That really upsets me.

I just want to share why a bit, Karen. I would love to hear what you think. No, it's not therapy, but all the coaching I've ever done with individuals, you are holding them in the palm of your hand in some way. You are something important to this client and your behavior can scar them frankly. It can uplift them. It can enliven them. It can help them fly and it can scar them and suppress them and diminish them and hurt them. So, I have a real problem with people saying, "I don't have training. I was an HR person or I was a marketing exec and I'm just going to be a coach." That's my feeling. What do you think about that, Karen? I'd love to hear your measured view of that.

Karen Kimsey-House: I agree with you. It's a bugaboo of mine, too. Coaching was commoditized over the last 10 years. Yay. Coaching was commoditized over the last 10 years, boo, because everybody and his brother can call themselves, I've heard gardening coaches and cooking coaches and I don't know what all. It's tragic because it really diminishes the craft and the art of coaching. It's a profound and intimate relationship that a coach creates with a client. No, it's not therapy and shouldn't be, and it is sacred. I think it takes quite a bit of training and work to be able to hold that feeling and to be able to support clients without getting your own ego and agenda in the way. I've been coaching since 1988, and I still think I've got a lot to learn about coaching, so I'd love for the world to kind of get over it that coaching is easy peasy and anybody can do it. Coaching is easy peasy and anyone can do it and it takes a lot of training.

Kathy Caprino: Oh, thank you. I love it. All right. I have another question that I'm personally interested in, and

then we'll go back to our script. Karen, one thing that I do that people have told me, people that live by the rules of coaching, have said, "Well, you're not coaching then."

I think that part of why my work is very successful in terms of helping generate results is that at certain times, I will do a little teaching. At certain times, I will do a little consulting and I will do coaching. I do put a different hat on and I'll say, "I'd like to veer out of coaching for a minute and be a little more consultative and direct them," and they'll go, "Well, what does that mean?" "I'm going to say what I think here about your direction and what I want for you," and I'm giving the language to folks if they're interested, "If this doesn't feel right to you, I want you to push back on me." I have to say that because they do look at me as mentor, guide, and if I just say it, I'm afraid, concerned that they will run off thinking, "She said I had to do that."

Part of the whole coaching process is allowing me to be directive and allowing them to push back and say, "Truthfully, that doesn't feel right, but this does feel right." What do you think? I've heard, "You're not coaching." What do you think about that, Karen? I'm dying to know.

Karen Kimsey-House: Oh gosh. We have guidelines. We have things that we follow in the coaching profession so that we can kind of keep it together. One of my great sadnesses is that that becomes then dogma and rules. I think that's so sad because I pull everything out I can get my hands on to help my client.

Kathy Caprino: What? Let me have that big Mary Poppins bag.

Karen Kimsey-House: I think that you really highlighted the important distinction, which is whether I get attached to what I'm offering and have it be my agenda or whether I'm really, really sure to offer the client that I'm working with sort of the whole bank, whatever I have to offer, and empower them to pick and choose what's going to work best for them.

Kathy Caprino: Oh gosh. I've got to come to do a training with you, Karen. I've got to. I've got to. Oh. All right, now, we have a few more minutes. What else do we need to know about leadership? You've called it the new language of leadership, the new definition. What else do we need to know about leadership and what do we need to know about coaching? Tell us more. I could just listen to you all day.

Karen Kimsey-House: I think the thing I feel most called to say in this moment is that CTI is really about the word collective, which in its simplest terms is and, not this or that, but this and that. I think in CTI if you think of co, that's the being or the essence of a person. Active is the action or the making things real. The really important part of co-active is the hyphen in the middle. I think that that paradoxical and, that ability to hold two opposing things as being equally important, is going to be our way forward as a species. If you look, especially in the United States, things are so divisive right now.

Kathy Caprino: Please tell us what to do about that. Please. What happened?

Karen Kimsey-House: Open our hearts and give ourselves permission to disagree without having it be personal. You and I are completely capable of holding opposing points of view while still loving each other like crazy and respecting each other like crazy. It doesn't-

Kathy Caprino: What happened? Why did we forget that, Karen? What happened?

Karen Kimsey-House: Oh, that's a bigger question I think than we have time to answer. I think we just forgot. I think we made other things more important and we forgot that we belong to one another as Americans and as people globally.

Kathy Caprino: You know what I would like to do? Maybe you'll come back and do this. I would love to get a role model, what it is to have a conversation with somebody you violently disagree with.

Karen Kimsey-House: Oh, I'd love to do that.

Kathy Caprino: Wouldn't that be fun?

Karen Kimsey-House: It would be totally fun.

Kathy Caprino: Interesting, helpful? Because I do believe that our hearts are engaged and we want to know how to do this but we don't have the words. On my 16-week Amazing Career Project, last call an hour ago, the question was, "How do I respond when someone has attacked me?" basically attacked my idea or said, "That's stupid," or, "What do you know about it?" I would love to just role play 5 to 10 really different hellaciously hard conversations. Will you maybe come back and do that?

Karen Kimsey-House: I would love that. I love those kind of conversations because I think that people want that and they're just scared and they don't know how.

Kathy Caprino: No.

Karen Kimsey-House: It's not hard.

Kathy Caprino: No. I would say this. Let's not be Pollyanna. I did a post and a video on what is feminism and why do so many men and women still hate it. Oh my god, Karen. It went on YouTube and two men said, "Shut up, you dumb C word."

Karen Kimsey-House: Oh.

Kathy Caprino: I'm used to Forbes where people respectfully disagree, and I cried. My daughter, who's now 24, said, "Ma, what are you putting it up on YouTube for? Don't you understand, it's uncensored, uncontrolled? They could call themselves little green lizard. Why did you put yourself in a place where you're going to receive that? Pull it down or stop the comments," which is a really good point. There is hatred in the world. There's vitriol. There's anger. There's fear. So, it's not all a walk in the park. We all know that. We don't want anyone to think that's what we're saying, right, Karen?

Karen Kimsey-House: Oh no, I'm not saying that at all. Thank you, Kathy. Not that I think that it's a piece of cake and there's a lot of fear and a lot of anger. Social media in particular is a great place to dump all that, because you talk about no responsibility, man. You can just go off the deep end.

Kathy Caprino: Off the deep end.

Karen Kimsey-House: That said, if we have a desire to connect with people who disagree with us, that's very possible.

We don't have to let the people that are bullies and irresponsible in that way that you just demonstrated. I'm so sorry that happened to you. I want to just have a little chat. Not good. We don't want those people to—

Kathy Caprino: I learned. I learned, Karen. I learned a lot about myself. I just want to say, I had a wonderful chat with Chad Littlefield, who is going to be on the podcast. Love him. You know what he said? I know you're going to love it. Listening is the willingness to be changed by what you hear. I don't mean you're going to turn me into a Republican. I'm not. I'm a Democrat. I'm a Liberal, but I might be changed about how I feel about you and what I understand about you and why-

Karen Kimsey-House: I want to be changed about how I feel about you. I want to be changed. I'm longing for that.

Kathy Caprino: Well, you are because you're an exceptional person. Can I ask one last question?

Karen Kimsey-House: Of course.

Kathy Caprino: For anyone who wants to be a coach, is a coach, is involved in some way coaching, mentoring, advising, can you give us one tip about how to elevate what we do in the service of other people?

Karen Kimsey-House: Sure.

Kathy Caprino: That's not one tip, that's 10,000 tips, but just one.

Karen Kimsey-House: One big tip. Believe in yourself. Believe in yourself. Believe in the truth of your own heart. Don't hand that over to other people to tell you what's right and good and true. Follow your heart.

Kathy Caprino: Oh, that's just beautiful.

Karen Kimsey-House: It won't make things perfect, but it will serve you.

Kathy Caprino: Oh, Karen, you're so uplifting to listen to. I can't thank you enough. Where can people learn more? Where should we point them, and what do you got? You have a toolbox when they buy the book. You have all sorts of things. Tell us about it.

Karen Kimsey-House: Well, there's a couple of places you can go for more information. You can take a look at the book *Co-Active Coaching*, which is available on Amazon, or *Co-Active Leadership*, also available on Amazon. If you want more information, you can go to CTI's website, which is easy to find. It's www.coactive.com.

Kathy Caprino: Great.

Karen Kimsey-House: If you're even thinking about trying it on, I strongly recommend you either take our intro coaching course or intro leadership course. It's two-and-a-half or three days, comes with a money back guarantee. You'll know at the end of those three days if CTI has something you want to pursue, and if not, you'll have had a great time and learned a bunch, so easy to find.

Kathy Caprino: I tell you, I've sent so many people to those introductory, and some have said, "I'm a coach. I know I am," and some have said, "I'm not going to pursue that as a professional identity but my

gosh, what I'm bringing back to my role as finance director or marketing." You are doing beautiful things in the world. Thank you for joining us. Everyone, I hope this is a big dose of brave, whether it's I want to connect from the heart. What is the word you use? You said believe what you know to be true in your heart. No, you said it differently, Karen. Say it again.

Karen Kimsey-House: Believe in the truth of your own heart.

Kathy Caprino: Believe in the truth of your own heart. There's a tweetable for you. Oh, thank you again. Everybody, that takes bravery. It does. We both know it. We all know it, but you can do it because you wouldn't be listening to this if you weren't drawn to doing it, so thank you, everybody. Have a brave, wonderful week. We'll see you next time. Thank you.

Karen Kimsey-House: Thanks for having me, Kathy. It's been great talking to you.

Kathy Caprino: So fun.

Karen Kimsey-House: Bye, everybody.

Kathy Caprino: Thanks so much for joining us today, and please don't forget to check out FindingBrave.org for more programs, resources, and tips. Tune in next time for your weekly dose of *Finding Brave*.