

***“Courageous Leader  
360 Feedback Tool”  
Growth Suggestions  
(Accompanies Self-Guided Debrief  
Worksheet)***



Courageous Leader 360 Feedback  
Tool (Norm Smookler & Associates;  
Circle of Courage)

**Norm Smookler** is a leadership and organizational development consultant and musician. His signature product has been the *Exceptional Leader 360 Feedback Tool*. Norm integrated the *Circle of Courage* wisdom to design the Nature-based *Courageous Leader 360 Feedback Tool*.

The **Circle of Courage** is a model of positive development rooted in Indigenous wisdom, social psychology, and education. It was developed by Larry Brendtro, Martin Brokenleg, and Steve Van Bockern, drawing inspiration from Indigenous child-rearing philosophies that emphasize wholeness and interdependence. The model is based on four core values, each representing a fundamental human need for resilience and well-being:

- 1. Belonging** – Everyone needs to feel connected to a supportive community. Strong relationships foster security, trust, and emotional well-being, reducing feelings of isolation and alienation.
- 2. Mastery** – Learning and competence build self-confidence. When we develop skills we gain a sense of achievement and perseverance.
- 3. Independence** – Encouraging autonomy and responsibility helps us develop self-discipline and leadership. Rather than strict control, guidance fosters decision-making and personal accountability.
- 4. Generosity** – A sense of purpose arises when we contribute to others. Acts of kindness, sharing, and service cultivate empathy and a deeper understanding of interconnectedness.

# **Belonging (Relational Strength & Community Care)**

Everyone needs to feel connected to a supportive community. Strong relationships foster security, trust, and emotional well-being, reducing feelings of isolation and alienation.

**Scores in questions #1-5: FEEDBACK \_\_\_\_ SELF ASSESS \_\_\_\_**

## **Growth Suggestions**

### **1. Cultivates a welcoming environment where all feel safe, valued, and included**

- In gatherings, ensure one voice at a time is heard—slow down, welcome silence, and listen deeply.
- Be curious about people’s lives beyond work. Practice asking open, heartfelt questions.
- Create a “Welcome Board” in the break room for personal expressions—photos, quotes, small notes that say, “this is me.”

### **2. Listens attentively, patiently, and respectfully so all voices are honored**

- Practice listening with the land: sit quietly in nature and let it model presence without urgency.
- Leave generous pauses—ask, “Who hasn’t spoken yet?” or “What feels unsayable right now?”
- Remember: “Seek first to understand, then to be understood.”

### **3. Encourages and supports others to grow and flourish**

- Celebrate steps, not just finish lines.
- Say: “I believe in you. How can I support you in a way that truly helps?”
- Share handwritten notes of encouragement with specific, heartfelt reflections.

### **4. Builds trust through honesty, consistency, and care**

- Keep your word—do what you say, say what you do.
- Step outside the meeting room: go for walks or share a meal; connect beyond the task list.
- Be bravely honest about your own life, in ways that invite—not demand—connection.

### **5. Honors and supports cultural practices that strengthen community**

- Engage with genuine curiosity—don’t just attend, participate meaningfully.
- Share stories in natural settings, ideally with food and warmth.
- Create a space where cultural symbols, songs, or memories can be posted and shared.

# **Mastery (Learning & Growth With Intentionality)**

Learning and competence build self-confidence. When we develop skills we gain a sense of achievement and perseverance.

**Scores in questions #6-10: FEEDBACK \_\_\_\_ SELF ASSESS \_\_\_\_**

## **Growth Suggestions**

### **6. Communicates openly about intentions, expectations, and decisions**

- Begin meetings with a clear “why,” and invite others to align or question.
- Don’t just ask for agreement—ask for *understanding*.
- Practice your truth-telling out loud in private, perhaps among trees or under stars.

### **7. Leads with wisdom and adaptability through challenge**

- Seek counsel from those who’ve walked similar paths.
- Pause before reacting—maybe sleep on it or take a grounding walk.
- Say, “This is our challenge, together.”

### **8. Welcomes feedback from Elders and the broader community**

- Normalize feedback as a gift—let people know how it will shape things.
- Spend time with an Elder; offer your story and receive theirs.
- Create relaxed spaces and regular “open door” times to build trust and connection.

### **9. Shares knowledge generously to uplift others**

- Express joy in helping others thrive—it’s contagious.
- Host “lunch & learns” and invite others to share too.
- Let nature be your co-teacher: speak from the river, the tree, the wind.

### **10. Offers clear guidance so projects flow smoothly**

- Use checklists as companions, not chains.
- Ask: “Was I clear? Could you share back what you heard?”
- Think like a river—when blocked, flow around and adapt with grace.

# **Independence (Self-Determination & Accountability to the People)**

Encouraging autonomy and responsibility helps us develop self-discipline and leadership. Rather than strict control, guidance fosters decision-making and personal accountability.

**Scores in questions #11-15: FEEDBACK \_\_\_\_ SELF ASSESS \_\_\_\_**

## **Growth Suggestions**

### **11. Makes courageous decisions that prioritize collective well-being**

- Seek diverse perspectives before acting.
- Consider how your decision echoes into the future.
- Let fire be your metaphor—clearing space for renewal.

### **12. Takes responsibility for the impact of decisions on people and land**

- Keep a decision journal; revisit your choices with humility and care.
- Acknowledge past missteps without self-punishment.
- Before major choices, offer gratitude to the land—your actions ripple far.

### **13. Stands firm for what is right, even under pressure**

- When tension rises, pause—breathe, ground, reflect.
- Draw inspiration from trees that withstand storms.
- In safe settings, allow opposition to speak—resistance can offer wisdom.

### **14. Resolves conflicts with care, fairness, and accountability**

- Address tensions early, not after they fester.
- Listen more, ask wide-open questions.
- Consider attending a conflict resolution training—sharpen your skills in peacemaking.

### **15. Honors commitments with integrity and follow-through**

- Choose wisely; follow through fully.
- “Promise less, deliver more”—to others *and* yourself.
- Invest in short courses to build needed capacities.

# **Generosity (Reciprocity, Giving, Passing on Knowledge, Giving & Stewardship of the Whole)**

A sense of purpose arises we contribute to others. Acts of kindness, sharing, and service cultivate empathy and a deeper understanding of interconnectedness.

**Scores in questions #16-20: FEEDBACK \_\_\_\_\_ SELF ASSESS \_\_\_\_\_**

## **Growth Suggestions**

### **16. Gives time, knowledge, and support freely, without expecting returns**

- Sometimes give anonymously.
- Embody: “Great things happen when we don’t care who gets the credit.”
- Watch how the forest shares without asking for applause.

### **17. Inspires hope and a vision for a just, sustainable future**

- Speak your vision often—let others feel its warmth.
- Practice seeing the glass as “half full of possibility.”
- Share stories that nourish hope like rain.

### **18. Encourages contribution and honors all efforts with gratitude**

- Create a “Thank You Wall” for team appreciations.
- Celebrate people’s efforts publicly and specifically.
- Uplift the process, not just the final product.

### **19. Grounds leadership in respect for land, ancestors, and future generations**

- Set aside monthly time for “legacy reflection.”
- Ask: “What does it mean to act for seven generations from now?”
- Walk barefoot. Plant something. Remember you are part of the land, not apart from it.

### **20. Celebrates goodness and expresses genuine appreciation**

- Each day, name three things that brought light.
- Be specific with praise: “Thank you for \_\_\_\_\_; it made \_\_\_\_\_ possible.”
- Acknowledge quiet contributions—they hold the whole together.