



ONTARIO ASSOCIATION
OF SOCIAL WORKERS

Becoming a Truth Warrior

Workbook

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How to Use this Workbook

This workbook is intended for self-reflection and to capture your thoughts and strategies as you read through the book. Each section will be labeled with the corresponding chapter title that will allow you to follow along and PAUSE at each relevant section.

Truth Warriors will take you on a journey of self-discovery. Some sections will be more relevant than others. Please use this workbook to capture the insights you uncover and the strategies you might use to make decisions that count.

INTRODUCTION: Your Leadership Challenge

You are a leader. You may be leading a team or driving change in the world. You might wonder if your expectations are too high, or too low. You recognize that people have different needs but are not sure how to meet them all. You are trying to balance urgency with accuracy. You are trying to be respectful but also challenge the status quo.

You know you need collaboration to be successful, but you are not quite sure how to get it right. Decisions are becoming more complex, and you are sometimes uncertain about the best way to make them. You are being pushed to decide without all the information and pushing others to do the same. Your goal is to make effective but timely decisions.

What is your biggest challenge right now as a leader?



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PART ONE

Becoming the TRUTH WARRIOR

1. WHAT IS TRUTH

Truth is personal. Our truth is personal, and the broader truth is a collection of those perceptions. Truth Warriors acknowledge this fact when they realize that their truth is not **THE** truth and instead recognize the existence of the “in-between.”

Truth is fluid. Truth is fluid and shifts with time and experience. Truth Warriors need to acknowledge that the truth of today will not be the truth of tomorrow. Truth moves with our collective experience.

Think of something you believe but others do not. Why might this be?

What is something you used to believe, but no longer believe?

2. WHO IS THE WARRIOR

The Warrior speaks up for what is right. A Warrior's job is not just to fight. It is to stand up for what is right and to back down when wrong.

The Warrior listens to the truths of others. Warriors know that listening to others is just as important as speaking their truth. They recognize that alternative perspectives are necessary for better decisions.

Although most of us dislike conflict, some of us are better at speaking our truth. Others need to find their voice. When we navigate complex decisions, we need to be able to move between the extremes of conflict. We need to know when to speak and when to listen.

Think of a time when you wanted to speak up but didn't. Consider what stopped you.

Consider a time when you should have listened to someone else's advice but didn't. Consider what stopped you.

3. WHY WE NEED TO MAKE DECISIONS THAT COUNT

Every day is about a choice. Our goal as Truth Warriors is to consider the implications of these decisions before it is too late.

Leaders reward risk-taking and mistakes and encourage team members to challenge one another. Leaders rally around a bigger purpose and make choices that support the goals they collectively want to achieve.

What are your biggest obstacles to making FAST decisions?

What are your biggest obstacles to making ACCURATE decisions?

3. WHY WE BELIEVE

We believe in order to support our cause and to achieve our desired goals. By nature, human beings want to win. When we believe to support our cause, we become prone to try to validate that belief. We need to avoid our personal desire to win at a cost of losing the overall battle.

Consider a time when you didn't win or achieve your goals. What did you learn from this experience?

Our world is complex, and we can sometimes trust others and even ourselves too much. We reject information that does not conform to our existing beliefs and overlook information that might result in a different opinion. We cannot prevent the biases that come naturally, but Truth Warriors can acknowledge their existence, attempt to recognize them and move differently to correct for them.

Where could you seek out information that might be different from your beliefs?



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PART TWO

Seek Truth: Balancing Rational and Intuitive

8. WHY WE NEED LESS INFORMATION

When seeking truth, we need to be careful not to overload ourselves and our teams with information. Although brainstorming can be an effective start to define a problem or solution alternatives, we need to narrow the list quickly and with a broader purpose in mind.

Truth Warriors need to be able to flex their fact muscles and move up and down in their depth of data depending on their audience. Rational truth seekers are often tempted to demonstrate a depth of knowledge. The key to using data to support an argument is to ensure its relevance and know when to let go of your need for “all the information.”

Consider a time when you had to move forward without all the information. What were some of the benefits of that experience?

Think of a person who needs less information than you to move forward in a decision. What are some ways you might communicate your ideas to them?

10. WHY WE NEED MORE INFORMATION

We need more information to challenge our pre-existing beliefs and to circumvent our blind spots. We have to be open to recognizing how many of our own long-held beliefs are not based on any evidence. Just because we have believed something for a long time or because a lot of other people believe it, doesn't mean it is true.

Consider something you believe about yourself that might not be true. How could you validate this?

We need more information to expand our understanding. We need to recognize that our experience is limited and rely on the experience and expertise of others. Information is the doorway to a better understanding of our world and our choices. We need to sift through misinformation and supplement it with facts.

For your next decision, what sources of information or who could you turn to get a different perspective?

A person wearing a white shirt is shown from the chest up, centered in the frame. A large, dark silhouette of a person in a similar pose is overlaid on top of the white-shirted person, creating a layered effect. The background is a light, neutral color.

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PART THREE

Speak Truth: Leaning In and Out of Conflict

13. WHY WE NEED LESS CONFLICT

We need less conflict to stop the divide. Being less conflict aggressive means being willing to listen to the other side. It means recognizing that your opinion is a mere reflection of your current beliefs. Leaders tend to have a strong voice but also must systematically allow for the voice of others. The best decisions are made by respecting diverse opinions.

Consider an upcoming decision. What can you do to make sure the right people are involved and that diverse opinions are considered?

Think about someone you work with that comes across as always being 'right' and unwilling to listen to others. What are the implications to the team?

15. WHY WE NEED MORE CONFLICT

We need more conflict to advocate for others. It is only by sharing our unique perspective that we can be certain the people around us are considering the right alternatives. Everybody deserves to believe that they are good enough; that their opinion is worthwhile. If we shy away from confrontational conversations, we don't allow ourselves the opportunity to express our ideas.

Think about a difficult conversation you have been avoiding. What are some benefits of having this conversation?

We need more conflict to challenge to wrong decision. Groupthink can result in an irrational or dysfunctional outcome. There are implications for individuals and teams who avoid conflict. Although sometimes, we avoid conflict due to fear, many times the desire for unity is what stops us from challenging the status quo.

Consider a time that you went along with the group for a decision and the results were less than ideal. What did you learn from this experience?

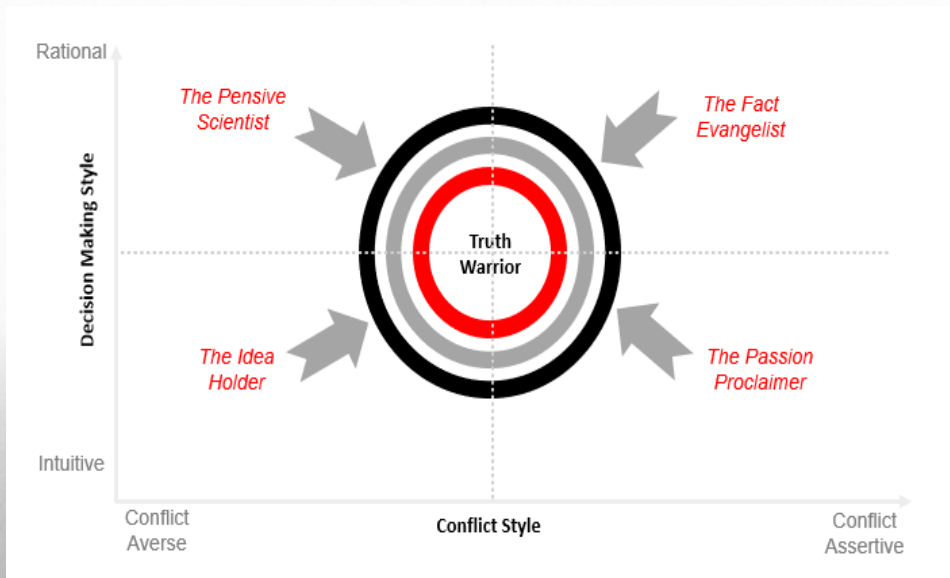


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PART FOUR

The Warrior Within Us

PART FOUR: THE WARRIOR WITHIN US



Take the assessment at: <https://www.truthwarriors.ca/assessment>

Your Style:

How has the style served you well in the past?

How has the style hindered you in the past?

PART FOUR: THE WARRIOR WITHIN US

Consider other individuals who make decisions in a different way. What are some ways you can adapt to meet their needs.

Pensive Scientist (Rational + Averse)

Who:



The Fact Evangelist (Rational + Assertive)

Who:



Idea Holder (Intuitive+ Averse)

Who:



Passion Proclaimer (Intuitive+ Assertive)

Who:





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PART FIVE

Lead Truth: Building Your Battle Cry

24. LET GO AND BUILD UP

Pursue Ignorance

Truth Warriors know that that the only certainty is uncertainty and that there will always be more to learn and data to be found. In decision making, if you don't recognize this, you will either move forward with unfounded confidence or be paralyzed by feeling like you don't know enough. Instead, Truth Warriors know when to say they have enough information to move forward.

Consider a time that you moved forward despite uncertainty. What were the benefits that came out of this?

Play in the Gray

Truth Warriors avoid the absolutes of right and wrong. Instead, they recognize that decision-making and beliefs should be considered on a spectrum. They consider the % probability instead of the absolute of right and wrong.

Think about some upcoming decisions. List out the probability of success as a percentage.

Rush Slower

Truth Warriors know they need to slow down to speed up. They take baby steps and ooch before they leap. Bravery is a muscle they strengthen over time. Truth Warriors engage in micro-bravery to take small steps towards bigger goals.

Think about something you want to accomplish but have been nervous to start. List out some of the small steps you could take to begin.

Simplify the Complex

Truth Warriors know how to take complex data and make it relevant and digestible. It doesn't matter if the message is completely accurate or that the facts are there to prove your point. The goal is to connect with your audience, be relevant and help them through the process of understanding.

Think about your next opportunity to influence or present an idea to someone. What are the most relevant bits of information that you can share?

Solve the Right Problem

Truth Warriors start with the problem. They consider alternatives by asking “Why” and delve in to the root cause before making a decision. They think broader and ask questions about the true nature of what they are trying to solve.

Consider a problem you are trying to solve. List out as many ‘whys’ as you can think of that might get to the root of the problem.

Reward the Path

Truth Warriors control systems not outcomes. They put mechanisms in place to avoid mistakes and focus on the accuracy of data within decision making. They put procedures in place to prevent groupthink and avoid blind spots. They hold their team accountable for the process, not the outcome.

Consider how your team evaluates decisions. What questions could you ask to consider how you made the decision rather than the result of the decision?

25. CREATE HARMONY AND TENSION

Trust First

Truth Warriors build a foundation of trust through their own behaviours. They know that the best way to gain trust is to demonstrate it. It can be expressed in this equation:

$$\text{Truth} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$$

Which of these aspects of truth is an opportunity for you to strengthen?

Us and Them

Truth Warriors look for commonality in the problems they are trying to solve. They know that differing beliefs can co-exist under a common goal. By finding the 'Why' behind the various truths they can bring people together.

Think about someone you disagree with. What are some things you have in common?

Try a New Approach

Truth Warriors know that there is always a different way and maybe even a better way. They actively seek out new approaches. They learn from their failures and consider re-direction. They engage others and are open minded to a different course of action.

Think about a time when you were stuck trying to make a decision. What new approach helped you to move forward?

Build Different Ducks

Truth Warriors create teams that bring different perspectives. They need to recognize that their duck is likely going to be different than someone else's and the benefit that brings. They need to include people who will broaden their lens.

Consider a recent team decision and answer the questions: Who wasn't a part of it? Why not? What do I need to do to change that?

Avoid the YaBut

Truth Warriors encourage their teams to challenge them and each other. They are open in their desire for alternatives even if it seems counter-intuitive to what they believe is the right solution. They ask questions and avoid the temptation to validate their existing thinking.

What are some questions you might ask the next time you are seeking advice to avoid just 'validating' your existing thinking?

Be Kind, Not Nice

Truth Warriors engage in difficult conversations. They avoid sidebar conversations and speak directly and respectfully to their teams and others. They use the ISBIQ model (Intent, Situation, Behaviour, Impact, Question) to provide feedback.

Think of a current or past situation where you need to provide feedback. Use the model to create the language you should use.

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I
Q

26. BE HUMBLE AND BOLD

Put Down the Pitchfork

Truth Warriors keep an open mind and avoid jumping on the wrong bandwagon. They put their pitchforks down when an angry mob persecutes someone with very little information. Instead they try to suspend judgement and replace it with curiosity and interest. They try to understand the perspectives of others.

Consider a time where your judgement of someone was inaccurate. What did you learn from that experience?

Eat the Pie, but not the Meat

Truth Warriors know the benefits of eating humble pie and acknowledging mistakes and weakness. They don't claim to be the smartest in the room or need to have all the answers. They recognize their blind spots and look for diverse perspectives to supplement their knowledge.

What are some phrases you can use to demonstrate that you don't have all the answers?

Follow the Darkness

Truth Warriors still fear the darkness. Fear is inevitable. They recognize the fear in themselves and they look down that dark staircase and run for those can of peas, no matter how scary it is. They embrace rejection and take the path less travelled. They are comfortable being uncomfortable.

Think about something you want to do that makes you feel uncomfortable. What steps could you take to overcome that fear?

Take More Shots

Truth Warriors take risk. They take more shots, knowing that one failure does not stop them from winning the game. They balance their fear of failure with a calculated understanding of how to avoid it.

Consider a time when you failed. What did you learn from that experience?

Recognize Brave in Others

Truth Warriors understand that failure is essential to learning. They encourage bravery and reward others when they have difficult conversations. They understand the need to role model this behaviour themselves; to be vulnerable and open to perspectives from their teams.

Make a list of people who you could acknowledge for their bravery.

Rock the Boat

Truth Warriors are willing to rock the boat when the boat needs rocking. They are bold in their choices, even in the face of challenging consequences. They stand up for what they believe and what is right. They push against the status quo. They seek truth, they speak truth and they lead truth.

**What is a challenge you see in the world where you can make a difference?
How can you work to change this?**

ARE YOU FIGHTING ONE OF THESE BATTLES?

- ❖ I feel overwhelmed or take too long when I have to make a decision
- ❖ I feel like my decisions are not well thought out or that I rely on my intuition too much
- ❖ I want to become a better listener and build harmonious relationships
- ❖ I struggle to have difficult conversations or speak up
- ❖ I don't know the direction to take my business
- ❖ I don't feel like my teams are making fast enough or the right decisions

CHRISTI CAN HELP....

Coaching**Training****Speaking****Consulting**

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