

**Listen  
Deeply**

**Speak  
Unarguably**

**Live in Curiosity**

**When Leaders are Above the Line:**

Open

Curious

Committed to  
Learning

**Hold Story  
Loosely**

# ABOVE

THE  
LINE

# BELOW

**We go below the  
line from...**

Loss of approval.

Loss of control.

Loss of security.

**When Leaders are  
Below the Line:**

Closed

Defensive

Committed to Being Right

**Behaviors that may surface:**

Emotions

Find fault &  
blame

Gossip &  
drama

Rationalize  
and justify

Create a  
story



**Reptilian  
Thinking**

## How leaders practice self-awareness and behave in a crisis:

### Leading Self

- Create calm
- Acknowledge emotions
- Demonstrate vulnerability

### Leading Others

- Practice empathy
- Increase connection
- Communicate constantly

### Leading Organization

- Develop structure and routine
- Focus on what we can control
- Plan future and persevere

# Where am I? Where are others?

## How we react in a crisis:

### Fight

- Assign blame
- Irritable and agitated
- Amped up

### Flight

- Withdrawn
- Rationalize and justify
- Avoidance and escape

### Freeze

- Numb
- Aloof and insensitive
- Stunned and inactive