

**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- Withdrawn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