

## What is happening?

Open  
Curious  
Committed to learning

## How am I responding?

Self-awareness  
Understanding  
Receptiveness

## How am I behaving?

Holding the story loosely  
Listening deeply  
Speaking unarguably

# ABOVE

THE  
LINE

# BELOW

## How am I triggered?

Loss of approval  
Loss of control  
Loss of security

## What is happening?

Defensive  
Closed  
Committed to being right

## How am I responding?

Creating a story  
Being emotional  
Finding fault or blame

## 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- Withdrawn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