Useful notes:
- You will not be on video or audio
- You can communicate via chat or raising your hand
- Please do the self-scan (link in the chat here, and your reminder e-mail)
“Great leaders move us. They ignite our passion and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision, or powerful ideas. But the reality is much more primal. Great leadership works through the emotions.”

– DANIEL GOLEMAN (The New Leaders)
**Inventive**

I just need to figure out the next great thing and it will work!

*Creative, innovative, self-sufficient*

**Discouraged**

I just don’t see how we are going to get through this. It doesn’t seem possible.

*Overwhelmed, exhausted, anxious*

**Skeptical**

Now’s not the time to try something new – we need to stick to what we know and just see if we can make it.

*Survival-mode, doubtful, protective*

**Optimistic**

Things are tough right now, but there are things we can control, and it is going to get better as we go forward.

*Grounded, confident, open-minded*
Inventive
I just need to figure out the next great thing and it will work!
Creative, innovative, self-sufficient

Discouraged
I just don’t see how we are going to get through this. It doesn’t seem possible.
Overwhelmed, exhausted, anxious

Skeptical
Now’s not the time to try something new – we need to stick to what we know and just see if we can make it.
Survival-mode, doubtful, protective

Optimistic
Things are tough right now, but there are things we can control, and it is going to get better as we go forward.
Grounded, confident, open-minded
Inventive

I just need to figure out the next great thing and it will work!
Creative, innovative, self-sufficient

Discouraged

I just don’t see how we are going to get through this. It doesn’t seem possible.
Overwhelmed, exhausted, anxious

Skeptical

Now’s not the time to try something new – we need to stick to what we know and not take unnecessary risks.
Fact-based, doubtful, protective

Optimistic

Things are tough right now, but there are things we can control, and it is going to get better as we go forward.
Grounded, confident, open-minded
Inventive
I just need to figure out the next great thing and it will work!
Creative, innovative, self-sufficient

Discouraged
I just don’t see how we are going to get through this. It doesn’t seem possible.
Overwhelmed, exhausted, anxious

Skeptical
Now’s not the time to try something new – we need to stick to what we know and just see if we can make it.
Survival-mode, doubtful, protective

Optimistic
Things might be tough right now, but there are things we can control, and it is going to get better as we go forward.
Grounded, resilient, open-minded
**Inventive**

I just need to figure out the next great thing and it will work!

*Creative, innovative, self-sufficient*

**Discouraged**

I just don’t see how we are going to get through this. It doesn’t seem possible.

*Overwhelmed, exhausted, anxious*

**Skeptical**

Now’s not the time to try something new – we need to stick to what we know and just see if we can make it.

*Survival-mode, doubtful, protective*

**Optimistic**

Things are tough right now, but there are things we can control, and it is going to get better as we go forward.

*Grounded, resilient, open-minded*
During *business as usual*, organizations are conditioned to:

- trust the *skeptic*
- hope for the *inventor*
- manage the *discourager*
- sideline the *optimist*

Strong optimism is a *daring position* to take especially when times are tough.

It takes a critical mass of people who are willing to shift to visible *optimism* to make it through the crisis curve, but it is *harder to spread* that energy.
“A leader’s most powerful ally is his or her own example.”

– JOHN WOODEN

Emotions spread in primal ways

Instinctive mimicking and matching triggers brain chemicals and gut reactions, including:

- Micro twitches
- Posture
- Tone and volume
- Words that set emotional context, absolutes
- Different types of smiles
- Hand / arm positions, gestures
- Speed and timing of responses
- Drawing a breath, sighing
- Eye and brow movement

Remember, anxiety, fear, and anger are more contagious, even virtually!
My optimistic signals are like a whisper.

My discouraged signals are like a shout.
Karrikins Challenge Curve™

Leadership energy matters in flattening the downward curve in a crisis. The sooner an organization can move into rebounding, the faster it can reaccelerate its business.
Optimism is contagious, but it takes more work to spread it around.

Try This!

- Self-scan – know your starting point, pay attention to your signals, tune them up or down as needed
- Cue a disposition – visualization works!
- Set forward-focused goals
- Focus on what you can control and help others to do the same
- Remember, momentum matters

Remember this!

- Amplify optimists, don’t let them be dismissed
- Be aware of how others are influencing your energy
- Make an intentional choice to project the energy you want to spread
If you are feeling **skeptical**, remember to lean into the pragmatic to keep moving. You risk getting stuck in reactive mode and missing opportunities, so create space for your team to move forward.

If you are feeling **optimistic**, you might need to boost that signal to your team to cut through the noise in the system and give them strong direction. Avoid the cheerleader syndrome by being both pragmatic and forward focused.

If you are feeling **discouraged**, try to avoid creating a downward spiral for your team. Check to see if someone else is dragging you down and be aware of how your impact on others. Find small ways to make progress.

If you are feeling **inventive**, take a breath, make sure you are bringing others along, and that you aren’t coming across as frantic or ‘shooting from the hip’. Add inspiration and energy, not chaos, to the situation.
For a deeper dive with your team, consider our *90-minute Intentional Optimism* workshop for a deeper dive into leadership dispositions.

For help with today’s shifting realities, consider our *45-day Evolution of Work* program designed to help you seize this moment to re-invent your workplace.