

# ***Crisis Leadership***

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Based on over 150 coaching calls in the last several weeks, one question continues to surface: ***“How do I show up as an effective crisis leader?”*** I’ve talked to people from a wide variety of functions, companies, industries, and geographies. There are common themes with some very interesting stories. I am sharing information in this paper that I’ve come to believe is a bit of a framework for navigating today’s global pandemic reality. I hope you find it useful.



Crisis leadership doesn’t come with a surefire playbook. It’s scary, daunting, and challenging. It requires clarity when there are typically more questions than answers. I interpret our current state as one of not being able to rely on tried and true methods to help us assess the effectiveness of our decision-making. We typically have some sort of playbook that we can follow and that playbook may not fit today’s needs. This is the time when those leadership retreats where you brainstormed, argued about, and finally agreed upon that short list of values comes in handy. Were they just words on a page? Do you believe them with all your heart? Now is the time to find out.

## **Setting Priorities:**

All those long meetings setting annual goals and objectives are not as useful right now. You can’t ‘lose’ your workforce and your clients for several months and think it is still business as usual. I offer a two-part view of priorities: 1) Short-Term for the next 30-, 60-, and 90 days, and 2) Long-Term for the remainder of 2020.

In the *Short-Term*, I offer a very simple prioritization approach – what are the:

- **Must Do’s** – The things we need to do to manage clients, prospects, suppliers, staff, money, and market expectations right now.
- **Should Do’s** – if we have any extra capacity, it would be great to get these items done or make good progress on getting them done.

These priorities likely don’t match the big ticket items you identified as 2020 Goals & Objectives. They also may not align perfectly with how the work is currently distributed. For example, does one person on your team have all the Must Do items assigned to them or their team? As a leader, one of your most important responsibilities is allocating resources, and the three most impactful resources you have available are time, people, and money. Do you need to extend or accelerate some timelines, or reassign resources to accomplish these Must Do responsibilities? How do I consider the personal conditions under which people are working in this work from home environment? Do they have small children that don’t understand the concept of work from home? (I have one coaching client who has set up her office in her master closet because her two young children think when Mommy is home, she is here to take care of me.) Are they also responsible for helping younger children with home school projects? Are they checking on elderly parents that are particularly susceptible and need help with the basics at this time? How does that help me to allocate resources effectively to ensure we get the Must Do items completed?

In the *Long-Term*, how do you need to adjust expectations around 2020 Goals and Objectives – operational, financial, client, market, technical, etc.? I have had several discussions with clients that are worried about how they will be evaluated at their annual performance review because they aren’t able to work on and make progress against those original goals and objectives. These clients are high achievers and responsible leaders. They want to make sure they’re doing all the things they need to do and, for many, they feel like they have to do it all. Taking some time to adjust or recalibrate expectations around goals and objectives would be a meaningful conversation to relieve a little stress. It also gives the executives some think time and some lead time to manage expectations

externally as well. It doesn't mean that the changes are set in concrete. We don't know everything that will happen between now and December 2020. I encourage you to continuously challenge your assumptions, making sure that you are considering as much of the current information as possible, and ensuring that you and your leadership team are aligned on your decisions as you move forward. If you give it this kind of attention, you will at least know what the trade-offs are for the decisions you will continuously need to make.

### **Managing Financials:**

This is an area of vital importance, even survival. The variables are so varied, and there is no one answer that serves all. Are you privately held or publicly traded? Have you been identified as an essential business or are you 'closed'? I have one client company that is manufacturing and white labeling a whole new line of products that are in high demand right now and for the foreseeable future. They will still suffer financially, AND they have been creative in finding a way to minimize the losses and serve their client needs. I don't doubt that every organization is spending lots of time in this area.

### **Serving Clients:**

This one seems so obvious – how are you taking care of your clients? Are you communicating with them regarding your changes in how you are delivering your products and services? Are you reflecting the sense of partnership or the spirit of "we're all in this together."? Are you taking the long-term view into account? Have you considered that there are some customers you want to call personally, send a 'customized' message to versus general communication? Organizations are unique in what they offer to their clients so there is no one way to handle this. As time goes on, what is your plan to stay connected (and hopeful) and committed to serving your customers? Don't assume or take them for granted. They are your future!

### **Ensuring Effective Communications:**

A reminder – during times of change, it is so important to communicate more, not less. I know you are in non-stop meetings trying to make plans, manage risks, and worrying about oh so many things. Here is my encouragement.

- **Build a real-time communication plan** that reflects more communication, not less. Make it as predictable as possible.
- **Make sure you have one-on-one meetings** at least once a week. You can go over status updates, AND make sure you ask the person how they're doing. There's a human side to all this. Show that you care!
- **Have weekly team meetings** to keep the team connected. Even introverts are craving a little people time. Acknowledge the challenges and give them reason to also acknowledge achievements. You can also have some fun with this – e.g., Virtual Happy Hours on Friday, Hat Day meeting, virtual tours of home offices, funniest thing that happened this week, bring your child or pet to work day, or biggest learning this week. Be focused and bring a little fun to a tedious time.

I'm hearing from some of my clients that since we're now weeks into this new working and living reality, what do we talk about? We feel like we've told them everything we know and don't want to just be repeating ourselves. I encourage you to continue some sort of communication – maybe shorter – to just let them know nothing has changed. A few general thoughts:

- **Be as transparent as you can.** People are nervous and we are likely to make up stories and, in this environment, the stories can be the worst possible scenario. Be transparent. Be sincere.
- **Don't make things up and don't try to pretend everything is rosy.** People can see through that. There is a fine balance between realistic and hopeful. Your teams will believe you if they feel your authenticity. It's okay for you to say you're concerned – who wouldn't be. At the same time, let them know you're working hard to face the challenges, solve the problems, and come out of this as healthy as possible – humanly and organizationally.
- **Find ways to tie back to the organization's values and principles.** Reinforce that those values even more important in the hard times and encourage them to think about these same values and principles as they

make decisions every day – with their teams, customers, peers, providers, neighbors, the people at the grocery store, etc. You are in the spotlight and being scrutinized for ‘walking your talk.’

- ***Designate a time for everyone to be off the Zoom calls, Microsoft Teams, or whatever collaborative technology you might be using.*** Encourage them to take a walk, get a breath of fresh air. Research encourages us to get up and move for our health and our productivity. Build practices to allow people to do this without guilt. We need this now even more than usual.

### **Managing the Human Experience:**

The stories I have heard from my coaching clients are not only about themselves. They also include the stories of the people that work for them. What has been magnified is that different people have a wide spectrum of how they respond in a crisis – from moving their family out of their home to living in a tent in East Texas to setting up home offices in closets to everything in between. We have imagined pets as co-workers, get excited about going out and checking the mail, to absolute boredom. I have laughingly said cabin fever will be the next global pandemic.

Make sure you understand the home working conditions of your team. Some are single and feeling very alone. Others are trying to work, take care of kids, home school, while also taking care of ailing parents. That’s a lot to carry. As you look at allocating assignments, assessing performance, or doing appropriate checks and balance, take the personal situation into account.

One question I ask in my coaching is, “How are you sleeping?” I find it most insightful in how people are really doing. Some aren’t sleeping or sleep a few hours, wake up and worry for a while, and then struggle ever getting back to sleep. If they typically don’t sleep well, that’s one thing. If their sleep patterns are markedly different, that’s a problem. Let me remind you that sleep deprivation is damaging in many ways. We don’t make our best decisions, do our best work, or manage our emotional and psychological selves effectively when we are sleep deprived. I have attached some Self-Care Tips for you to consider – for yourself and for others.

On a related note, I have also found that some are thriving on an ‘adrenaline rush’ during this time and not sleeping well. We all know that is not sustainable and we have to be in this for the long-term since we don’t know how long this will be our new normal (even as we develop ‘re-entry’ plans). On the flip side, people are also experiencing some depression and may want to sleep more than usual. That’s not a long-term solution either. Make sure you are using your Employee Assistance Programs as resources as well.

Don’t be punitive or judgmental based on their personal circumstances – this is a time for understanding and flexibility. Your job of allocating resources – time, people, and money – is important. Be thoughtful in your decisions. It is also another opportunity for practicing “we’re all in this together” as we support each other.

### **Ensuring Adequate Self-Care:**

Without exception, everyone that I’ve talked to for the last several weeks is working so hard to support everyone else. So hard, in fact, that they often forget to take care of themselves. Make sure that you emphasize them taking time for themselves, reminding them that if they don’t replenish themselves, they’ll have nothing left to give others.

I encourage each of you to take time to reflect on your own crisis leadership choices. I rely on the learning agility questions I use and teach in every leadership program I deliver. At least once a week, ask yourself and ask your teams:

- ***What did I do this week?***
- ***What did I learn this week?***
- ***How will what I learned help me be a better leader going forward?***

Notice what you notice and get curious about what is working and not working and make adjustments accordingly.

And the big finish, what are the personal values and principles by which you're going to make decisions regarding the above aspects of the business? I believe that crisis magnifies both great and poor leadership. We don't suddenly become great leaders or poor leaders. Rather, we fall back on our foundation or our core beliefs. So here is my one thing that I hope helps you make sound decisions – that will serve your organization well in the short-term and the long-term...

***Make decisions, prioritize your actions, serve your clients, manage your financials, care about your people, and take care of yourself in ways that reflect your personal values and your leadership principles.***



## Self-Care Tips

1. Warm milk before bed works
2. No blue light electronics at least 30 minutes before bedtime
3. A warm bath works
4. Lavender oils or spray on your pillow
5. Chamomile tea is calming
6. No strenuous exercise at least 1 hour before bedtime
7. Make a list of what you need to do tomorrow so that it isn't swirling in your head
8. Journal – capture your thoughts and feelings for the day – get it out so it doesn't 'work on you' internally
9. Get a calming app as a ritual before bedtime
10. If you need a 'break' between work and sleep, read a paperback novel (rather than electronic book – see blue light note above) or do a paper crossword puzzle
11. Reduce your alcohol consumption – it actually speeds up your heart rate
12. Get exercise throughout the day – walk while on calls if possible, take a walk between meetings or calls – it produces positive chemicals and hormones for optimism and contentedness
13. Contact your medical doctor if sleeplessness persists

**Note:** Sleep deprivation is one of the biggest challenges for women, especially working women with children. It is at night that our brains 'file' all that has occurred during the day. If it doesn't have time to do this 'filing' it makes it hard for us to recall or retrieve information or data. People's need for sleep varies. A minimal amount of sleep is two 3-hour REM cycles for a total of 6 hours.

Adapted from Cooper Clinic

# 5 Questions to Ask Yourself to Help Turn Struggles into Solutions During COVID-19

by MICHELLE KINDER



As cities and states across the country announce shelter-in-place orders to flatten the curve of COVID-19, everyone is reminded that in crisis, individual responsibility is not trivial.

This collective crisis ushers in hidden invitations with the potential to illuminate ways our lives could be more congruent with our values and to accelerate social change.

A hidden invitation could be our leaders insisting we stay home, and we answer by [falling back in love](#) with our people. Or it could be we feel overwhelmed, and we focus that energy [helping others](#)—perhaps with fewer resources.

As a family therapist, I witnessed this ‘gift of crisis’ pattern happening over and over again.

I know a tragic story of a family of six returning from a family vacation. Fifteen minutes from their home, a car wreck killed their beloved 15-year-old daughter. The parents’ guilt and grief were paralyzing. Eventually they learned how to turn toward each other instead of away from each other in times of crisis; a lesson that carried them through other challenges in the coming years.

Hidden invitations are discovered when we claim space for self-reflection.

Some of us now have an unprecedented amount of time, while others will be hard-pressed to find even a moment as they juggle many responsibilities at once, [working from home](#), while home schooling children.

Trying to commit to contemplation at this time can enable hard-fought shifts from what have become cultural norms, such as using [busyness as a status symbol](#), or [obsessing with image](#) over authentic well being.

Author [Isabel Allende](#) writes of her journey of contemplation in the face of loss, “People have this idea that we come to the world to acquire things—love, fame, goods, whatever. In fact we come to this world to lose everything.”

When in crisis, here are certain questions that can arise. By attempting to answer them, the hidden invitation to interrogate and find solutions becomes evident and doable.

## 1. Can I reacquaint myself with stillness?

Temporarily released from busyness, it is possible to realign with purpose. Pico Iyer, author of [The Art of Stillness](#), describes in his [TED talk](#) how learning to be still allowed him to sift through the slideshow of his experience and make sense of the future and past. Parker Palmer, author of [Let Your Life Speak](#), cautions us that we are conditioned to “listen for guidance everywhere except for within.” His book title is inspired by the Quaker saying, “Before you tell your life what you intend to do with it, listen for what it intends to do with you.”

[https://www.ted.com/talks/pico\\_ayer\\_the\\_art\\_of\\_stillness?language=en](https://www.ted.com/talks/pico_ayer_the_art_of_stillness?language=en)

## 2. Can I broaden my view of who might need me and what it means to show up?

[Mister Rogers'](#) famous advice was to look for the helpers during crisis. In the time of COVID-19, we are all the helpers. A text, a grocery run, a donation, an acknowledgement of what someone might be going through, act as lifelines. One practice encouraged by intuition expert, [LaRue Eppler](#), is not to ignore it if you are wondering about someone or feeling an urge to connect. If you think it, act on it.

[https://youtu.be/-LGHtc\\_D328](https://youtu.be/-LGHtc_D328)

## 3. As the crisis deepens, and perhaps lessens, can I feel my capacity for compassion expanding?

Zen Priest, [Joan Halifax](#), in her 2019 [TED talk](#) describes compassion as an inherent human quality that has to be activated. She explains compassion as the ability to see clearly into the nature of suffering and recognize that we are not separate from the suffering. Notably, given our current circumstances, [compassion enhances our immune system](#).

[https://www.ted.com/talks/joan\\_halifax\\_compassion\\_and\\_the\\_true\\_meaning\\_of\\_empathy?utm\\_campaign=ted\\_spread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/joan_halifax_compassion_and_the_true_meaning_of_empathy?utm_campaign=ted_spread&utm_medium=referral&utm_source=tedcomshare)

## 4. What can I do every day to nurture quiet within me?

Our nervous systems [struggle to go back to baseline](#) in times of crisis. We can be feeding a fight or flight response, that is meant to last seconds to save our lives, for hours or days at a time if we don't manage our internal world in the face of tremendous external stress. Mindful.org is offering [free meditation resources](#), Ten Percent Happier has a free [Coronavirus Sanity Guide](#), and Headspace.com has [COVID19 specific stress management](#) resources that are free. [Yoga With Adriene](#), [Faith Hunter](#), [Brett Larkin](#), [Black Swan Yoga](#) and [others](#) are ensuring access to at-home yoga is accessible and affordable. [Susan Kaiser Greenland](#), author of The Mindful Child, offers kid-friendly support in her app [Stop, Breath, Think Kids](#).

## 5. How will I stand for change in a more embodied way on the other side of COVID-19?

Reverend William J. Barber, minister and political activist, sounds the alarm that we cannot go back to business as usual and return to apathy toward the larger moral crisis of poverty and inequality. He [urges us](#) toward a “collective oath that we won't be silent anymore.” Specifically, he suggests that we demand what should have been in place for all Americans long ago—safety, housing and healthcare. [Bryan Stevenson](#), founder of the [Equal Justice Initiative](#), has [four clear-eyed strategies](#) to enact to be part of the solution. Get proximate to people who are suffering; change our narratives that sustain injustice; stay hopeful and do uncomfortable things.

<https://youtu.be/OyqynBdfFLo>

None of this is easy. As author Kaitlin Curtice shared in a [recent tweet](#), “Everything is exhausting right now. Light a candle and pause. Feel your breath. Believe in your rest as much as your work. Let the earth remind you what endurance looks like.”

The space for self-reflection, rest and scanning the horizon for how we can come out stronger is a luxury and a privilege—and a responsibility those of us who are not first responders can shoulder. Many are dying and suffering economically and the crisis has not forced the world to hit bottom yet.

This global crisis is changing the world and—if we are lucky and can do our part—changing us for the better.





Marsha Clark  
& Associates

# Exploring Resilience

## Exploring Resilience

Self-confidence is being self-assured about your abilities, personal judgment, and power. Confidence is a state of mind and begins with clarity and is sustained with resilience. It gives us the ability to try new things, take more risks, and achieve our objectives and aspirations.

### Clarity:

*"If you don't know where you're going, any path will do." ~Alice in Wonderland*

Values	
Personal	Professional
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.

Strengths
1.
2.
3.
4.
5.
6.

*Where do you see yourself 3-5 years from now?*

**Resiliency:**

**Definition:** The capacity to recover quickly from difficulties; toughness. Resilience means knowing how to cope in spite of setbacks, barriers, or limited resources. Resilience is a measure of how much you want something and how much you are willing and able to overcome obstacles to get it. It has to do with your emotional strength.

**Seven Factors of Resilience:**

Source: “The Resilience Factor” by Reivich & Shatté

1 = Not true at all
2 = Sometimes or somewhat true
3 = Moderately true
4 = Usually true
5 = Very true of me

Assessing My Resilience:

- Emotion Regulation** – the ability to stay calm under pressure.

I can control the way I feel when adversity strikes.	
I am good at identifying what I’m thinking and how it affects my mood.	
If someone does something that upsets me, I am able to wait until the appropriate time when I have calmed down to discuss it.	
When I discuss a “hot” topic with a colleague or family member, I am able to keep my emotions in check.	
<b>TOTAL SCORE</b>	

- Impulse Control** – failure to resist a temptation, urge, impulse or the inability not to speak on a thought.

I am good at shutting out anything that distracts me from the task at hand.	
When a problem occurs, I am aware of the first thoughts that pop into my head about it.	
If someone is upset with me, I listen to what they say before reacting.	
I believe the old adage, “an ounce of prevention is worth a pound of cure.”	
<b>TOTAL SCORE</b>	

- Optimism** – hopefulness and confidence about the future or the successful outcome of something.

I believe that it is better to believe problems are controllable, even if that is not always true.	
When someone overreacts to a problem, I think it is usually because they are in a bad mood that day.	
Hard work always pays off.	
When faced with a difficult situation, I am confident that it will go well.	
<b>TOTAL SCORE</b>	

- Causal Analysis** – a person’s ability to accurately identify the causes of their problems.

When a problem arises, I come up with a lot of possible solutions before trying to solve it.	
When a problem arises, I think carefully about what caused it before attempting to solve it.	
I don’t spend time thinking about factors that are outside of my control.	
In most situations, I believe I’m good at identifying the true causes of problems.	
<b>TOTAL SCORE</b>	

- Empathy** – the ability to understand and share the feelings of another.

By looking at their facial expressions, I recognize the emotions people are experiencing.	
If someone is sad, angry, or embarrassed, I have a good idea what he or she may be thinking.	
If a colleague is upset, I have a pretty good idea why.	
It is easy for me to “get lost” in a book or movie.	
<b>TOTAL SCORE</b>	

6. **Self-Efficacy** – how well one can execute courses of action required to deal with prospective situations, and reflects confidence in the ability to exert control over one’s own motivation, behavior, and social environment.

If my first solution doesn’t work, I am able to go back and try different solutions until I find one that works.	
I expect that I will do well on most things.	
People often seek me out to help them figure out problems.	
I believe I have good coping skills and that I respond well to most challenges.	
<b>TOTAL SCORE</b>	

7. **Reaching Out** – to make an effort to connect with another person, to show your interest or provide support.

I am curious.	
I’m the kind of person who likes to try new things.	
What other people think about me does not influence my behavior.	
I look at challenges as a way to learn and improve myself.	
<b>TOTAL SCORE</b>	

Overall Score	
Emotion Regulation	
Impulse Control	
Optimism	
Causal Analysis	
Empathy	
Self-Efficacy	
Reaching Out	
<b>GRAND TOTAL</b>	

**Note:** Possible scores range from 28 to 140, with an average score equaling 84.

**Seven Resilience Skills:**

1. **Learning Your ABCs:** **A** = Adversity ... **B** = Beliefs ... **C** = Consequences

- **A**dvantages:
  - ✓ Getting clear about what we view the adversity to be is the first step.
  - ✓ Some examples of adversity include: maintaining balance between work and family, juggling several tasks at once, dealing with people’s anger, conflicts with colleagues or family members, adapting to change.
- **B**eliefs:
  - ✓ The thoughts that run through your mind – sometimes outside your awareness – that determine how you feel or what you decide to do in the midst of an adversity, challenge or new experience.
  - ✓ “Why” beliefs – why did this happen? These show up when we experience something as failure or when our expectations are not met.
  - ✓ “What’s next” beliefs – since this happened, this is going to happen next. These beliefs are often catastrophic and also highly improbable.
- **C**onsequences:
  - ✓ The way you feel and what you do *in the moment* of an adversity or challenge.
  - ✓ The goal is to have your emotions and behaviors be productive, appropriate responses to the facts of the situation, not knee-jerk reactions to your beliefs.

Adversity	Belief	Consequences

2. **Avoiding Thinking Traps:**

- There are eight thinking traps. While almost all of us have made all of the thinking errors at one time or another, each of us tends to be most vulnerable to two or three traps.
  - ✓ *Jumping to Conclusions* – without any data, we make assumptions and jump to conclusions
  - ✓ *Tunnel Vision* – we narrowly select data to drive our thinking, preferring evidence that reinforces our theories about ourselves and the world around us (echo chamber)
  - ✓ *Magnifying and Minimizing* – we overvalue some data and undervalue other data – we can go negative-positive or positive-negative
  - ✓ *Personalizing* – the reflex tendency to think of problems as one’s own doing, leading to sadness and guilt
  - ✓ *Externalizing* – the reflex tendency to think of problem’s as someone else’s or something else’s doing
  - ✓ *Overgeneralizing* – thinking in terms of ‘always/never’, ‘everyone/no one’
  - ✓ *Mind Reading* – we believe we know what those around us are thinking and we act accordingly
  - ✓ *Emotional Reasoning* – drawing conclusions about the nature of the world based on our emotional state

### 3. Detecting Icebergs:

- Sometimes our beliefs don't explain the intensity of our reactions to a given situation. When that happens, it's a sign that you are being affected by an underlying belief – a deeply held belief about how the world ought to operate and how you feel you ought to operate within that world.
- Iceberg beliefs are akin to stereotypes or unconscious biases.
- Many people have iceberg beliefs that fall into one of three general categories or themes:
  - ✓ Achievement – e.g., failure is a sign of weakness, my job title determines how successful I am
  - ✓ Acceptance – e.g., it is my job to make people happy, it's my fault if people don't like me
  - ✓ Control – e.g., asking for help shows you're not a good performer, if I don't get my way I'm not an effective leader

The first three skills are more about self-awareness and self-analysis. It takes courage to look at ourselves honestly and identify areas for growth and learning. The next four skills are about growing, learning, expanding, and becoming more resilient and effective.

### 4. Challenging Beliefs:

- Isn't that fascinating!
- What else could be true?
- If I believe it, I will see it.

### 5. Putting It In Perspective:

- *"I've had many catastrophes in my life, some of which actually happened."* (Mark Twain)
- If you tend to obsess or to blow things out of proportion or if anxiety is a major player in your life, write down what it is that causes you so much worry.
- Steps for putting things into perspective:
  - ✓ Step 1: Write down Worst-Case and Best-Case Beliefs
  - ✓ Step 2: Write down how likely you think these beliefs are to actually occur (Probability)
  - ✓ Step 3: Write down Most Likely Outcomes (Greatest Probability)
  - ✓ Step 4: Identify Possible Solutions

### 6. Calming and Focusing:

- A powerful tool that helps you to quiet your emotions when they are out of control, to focus your thoughts when they are intrusive, and to reduce the amount of stress you experience.
- Possible techniques to help you calm and focus:
  - ✓ Controlled breathing
  - ✓ Progressive muscle relaxation
  - ✓ Positive imagery
  - ✓ Taking a walk

### 7. Real-Time Resilience:

- Works by changing your counter-productive beliefs the moment they occur. As you develop this skill, you'll notice that you have fewer counterproductive thoughts and that, when they do pop up, they are less potent.
- Three useful lines:
  - ✓ "A more accurate way of seeing this is ..."
  - ✓ "That's not true because ..."
  - ✓ "A more likely outcome is ... and I can do ..."

**Putting it All Together:**

If I want to work on specific resilience factors, I will work to develop these specific skills.

Resilience Factor	Specific Skills
Emotion Regulation	<b>Learning your ABCs</b> – to enable you to detect the beliefs that produce your counterproductive emotion
	<b>Calming and Focusing</b> - to provide you with the means to invoke the relaxation response you need to begin reigning in the emotion
Impulse Control	<b>Learning your ABCs</b> – to track how your thoughts determine your emotions and behaviors
	<b>Avoiding Thinking Traps</b> – to guide you to detect the impulsive beliefs you commonly entertain and how they work to derail your resiliency
	<b>Challenging Beliefs</b> – to boost your impulse control and generate more accurate thoughts that will lead to more resilient behavior
Optimism	<b>Challenging Beliefs</b> – to gain mastery over those things that are within your control
	<b>Putting it into Perspective</b> – to determine likely outcomes
Causal Analysis	<b>Challenging Beliefs</b> – to channel your problem-solving resources into the factors you can control
Empathy	<b>Learning Your ABCs</b> – to understand what motivates your thinking
	<b>Detecting Icebergs</b> – to understand what motivates your thinking that results in intense feelings
Self-Efficacy	<b>Avoiding Thinking Traps</b> – to head off your assumptions about the causes of your problems
	<b>Challenging Beliefs</b> – to become more accurate in your problem-solving
Reaching Out	<b>Detecting Icebergs</b> – to uncover deep beliefs that may be holding you back from intimacy and from taking on new challenges
	<b>Challenging Beliefs</b> – to test out your assumptions
	<b>Putting It in Perspective</b> – to curb your fears about reaching out
	<b>Real-Time Resilience</b> – to equip you to fight back against your non-resilient beliefs as they occur

***What do you want to work on? (Values + Strengths + Vision + Resilience)***