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**CONTINUING TO IGNITE EMPLOYEE ENGAGEMENT IN TIMES OF CHANGE**


**Symptoms of uncontrolled stress:**

|     |                     |     |                           |
|-----|---------------------|-----|---------------------------|
| 1.  | Frequent headaches  | 11. | Insomnia                  |
| 2.  | High blood pressure | 12. | Anxiety                   |
| 3.  | Heart problems      | 13. | Frequent sickness         |
| 4.  | Diabetes            | 14. | Chronic fatigue           |
| 5.  | Skin conditions     | 15. | Increased insulin levels  |
| 6.  | Asthma              | 16. | Self-medicating           |
| 7.  | Depression          | 17. | Over-reliance on caffeine |
| 8.  | Upset stomach       | 18. | Overeating                |
| 9.  | Heartburn           | 19. | Obesity                   |
| 10. | Chest pains         | 20. | Cancer                    |

**5 Tips for leading people through times of uncertainty**

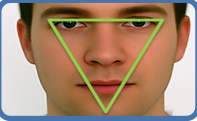
**TIP 1: Listen<sup>3</sup>**

3 Rules for Active Listening:




**Stop Everything**

- Undivided attention
- Leaning in to the person



**Listen with Your Eyes**

- Express acceptance with your eye contact
- Expand your gaze across the face triangle



**Focus on their WORDS & FEELINGS**

- Determine if the words fit the facial expression
- Allow yourself to guess at the underlying emotion

**TIP 2: Watch Your Emotions and Body Language**

When your words don't match your actions, people will put extra weight on what they see, not hear:

- People will believe \_\_\_\_\_ % of your **WORDS**
- People will believe \_\_\_\_\_ % of your **TONE**
- People will believe \_\_\_\_\_ % of your **BODY LANGUAGE**

The emotions of leaders are \_\_\_\_\_X more contagious than that of non-leaders.

**Personal Activity: What is your tell? How do people know when you're stressing?**

- 1.
- 2.
- 3.
- 4.
- 5.

**TIP 3: Help People Confront Their Fears**

The top 8 things people fear (minus public speaking!)

|    |    |
|----|----|
| 1. | 2. |
| 3. | 4. |
| 5. | 6. |
| 7. | 8. |

## Does Change Create a Negative Impact on Productivity?

1. \_\_\_\_\_

2. \_\_\_\_\_

### TIP 4: Offer New Perspectives

Leaders are brokers in HOPE!

#### Perspectives to challenge doom-n-gloom:

**FUTURE** (How much will this matter in 20 years?)

**PAST** (Have I seen something like this before?)

**SEVERITY** (How BIG is this compared to other changes?)

**DISTANCE** (Stepping back, what's the opportunity?)

**EXTREME** (What's the worst/best that could happen?)

**LIKELY** (What's most likely to happen?)

**BFF** (How would my mom or BFF reassure me?)

### TIP 5: Celebrate Progress, Not Perfection

Acknowledge and praise "baby steps" and movement in the right direction.

What small progress can you look for and recognize today?