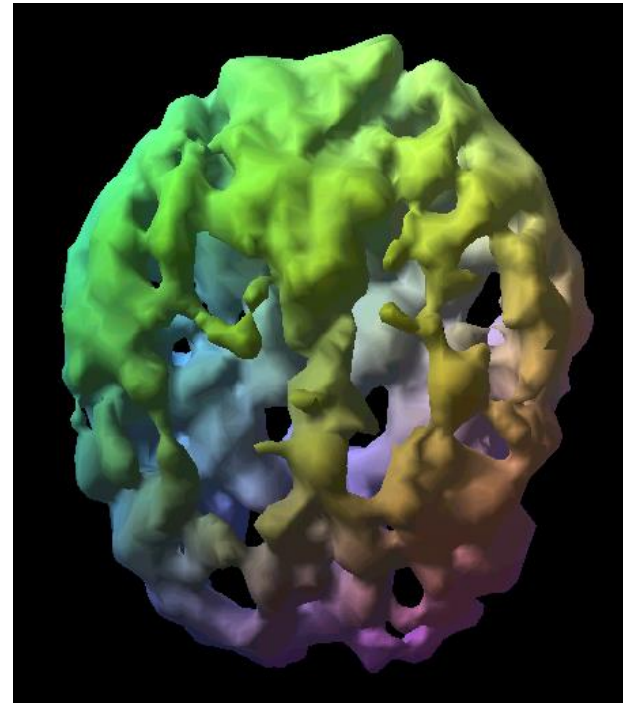
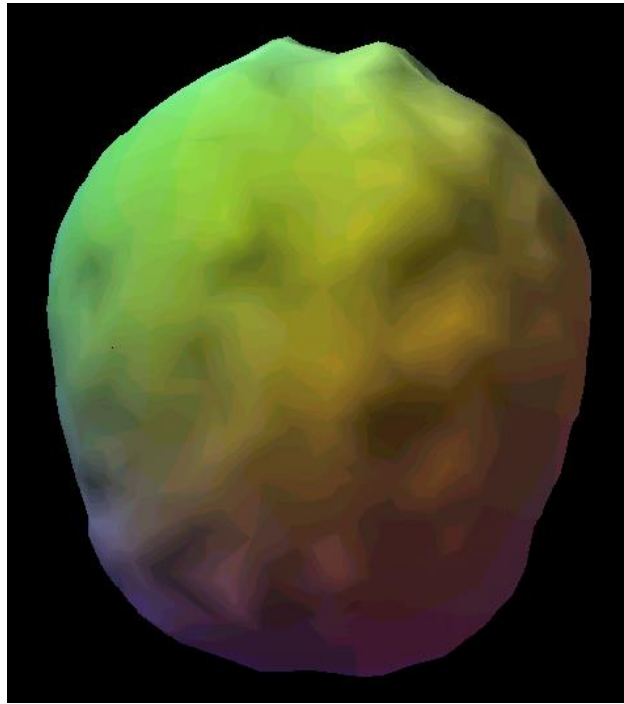


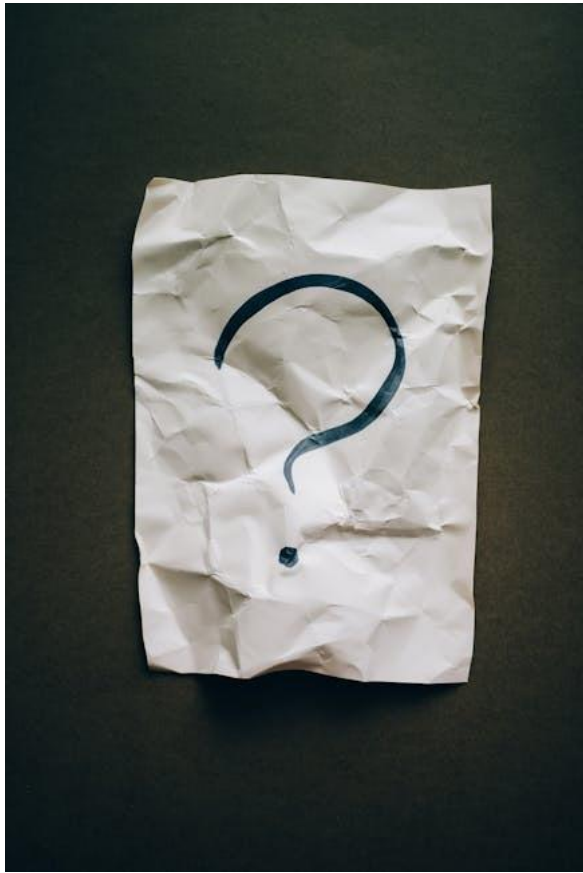
CONNECT TO
LEAD
TO CONNECT

Session Four: April 7, 2026

Amen Clinics Live SPECT Imaging Experience

Amen Clinics Dallas/Fort Worth Metro | Monday, April 20





What is a company that comes to mind that no longer is because they failed to innovate?

What is a company that comes to mind that still exists because they innovated?

CIRCUIT CITY



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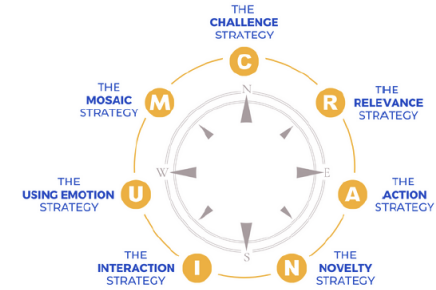
WHEN YOU USE
YOUR VISA CARD







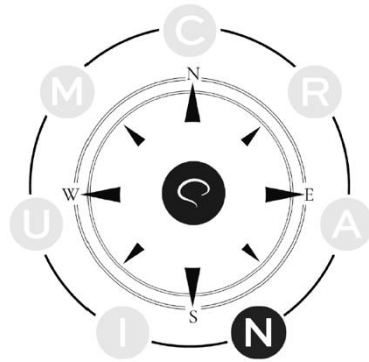
CONNECT TO LEAD TO CONNECT



January	February	March	April	May	June
<p>January 6</p> <p>Kickoff</p> <p>Discovery calls</p>	<p>February 3</p> <p>Challenge</p> <p>Decrease threat. Increase trust.</p> <p>All-Staff Grab & Grow</p>	<p>March 3</p> <p>Relevance</p> <p>Lead with vision. Build on strengths.</p> <p>March 27</p> <p>Action</p> <p>Embrace limitations. Debunk myths.</p>	<p>April 7</p> <p>Novelty</p> <p>Challenge convention. Nudge imagination.</p>	<p>May 5</p> <p>Interaction</p> <p>Give choice and voice. Let go and grow.</p> <p>All-Staff Grab & Grow</p>	<p>June 2</p> <p>Using Emotion</p> <p>Engage emotions. Prioritize people.</p>
July	August	September	October	November	December
<p>July 7</p> <p>Mosaic</p> <p>Value differences. Create belonging.</p>	<p>CliftonStrengths</p> <p>1:1 debrief</p> <p>All-Staff Grab & Grow</p>	<p>CliftonStrengths</p> <p>1:1 debrief</p> <p>Retreat</p> <p>September 29-October 1</p>	<p>Check-In</p>	<p>Check-In</p> <p>All-Staff Grab & Grow</p>	<p>Check-In</p>

← Coaching →

THE NOVELTY STRATEGY



CHALLENGE CONVENTION. NUDGE IMAGINATION.

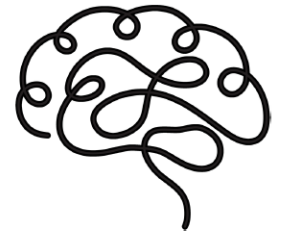
THE BIG IDEA



Think big. Think differently.
Think deeply. Think forward.
Novelty is not a luxury;
it's a brain-based necessity
for attention, learning,
motivation, and innovation.

BREAKTHROUGH BELIEFS

- Curiosity didn't kill the cat. Certainty did.
- Novelty isn't a "nice to have." It's a "must-have."
- Ask the magic question: "Even better if...?"





Big Deals





Big Deal #3

3

EMOTIONS RUN THE SHOW

- ✓ Memory
- ✓ Health
- ✓ Emotions
- ✓ Critical role in learning
- ✓ Essential to memory
- ✓ Accelerating ingredient



Big Deal #1

1 YOUR PREFRONTAL CORTEX IS PRICELESS

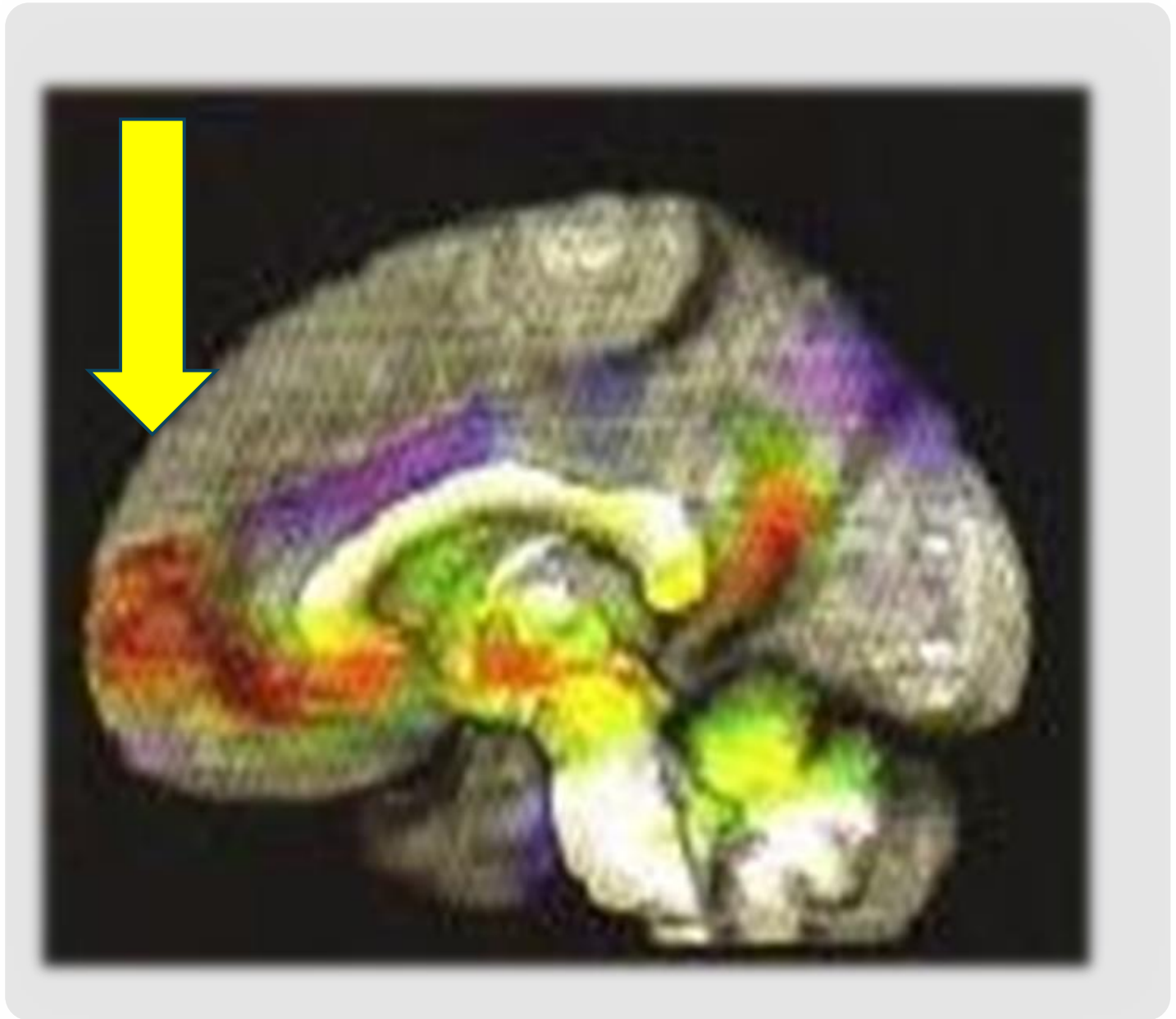
- ✓ Analysis
- ✓ Speech
- ✓ Creativity
- ✓ Willpower
- ✓ Innovation
- ✓ Planning
- ✓ Forming goals
- ✓ Evaluating consequences
- ✓ The brain's "CEO"

Big Deal #3

3

- ✓ Memory
- ✓ Health
- ✓ Emotions
- ✓ Critical role in learning
- ✓ Essential to memory
- ✓ Accelerating ingredient

- **Best self**
- **Willpower**
- **Perspective taking**
- **Flexible and fluid**
- **Curious and open**
- **Creative and innovative**
- **Focus and energy**



Big Deal #1

1 YOUR PREFRONTAL CORTEX IS PRICELESS

- ✓ Analysis
- ✓ Speech
- ✓ Creativity
- ✓ Willpower
- ✓ Innovation
- ✓ Planning
- ✓ Forming goals
- ✓ Evaluating consequences
- ✓ The brain's "CEO"

Big Deal #3

3

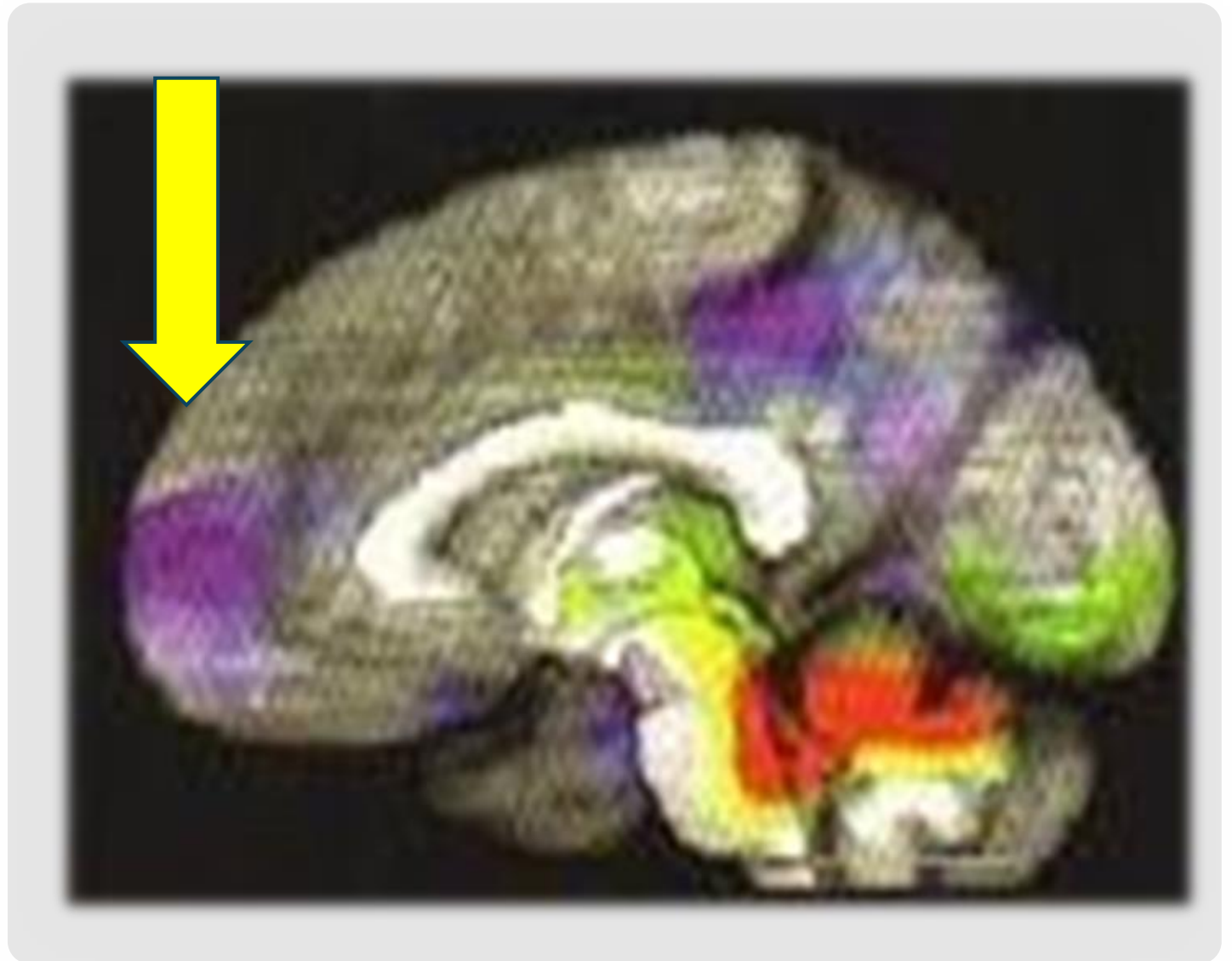
- ✓ Memory
- ✓ Health
- ✓ Emotions
- ✓ Critical role in learning
- ✓ Essential to memory
- ✓ Accelerating ingredient

Big Deal # 2

2 THREAT TO THE BRAIN IS THREAT TO THE BRAIN

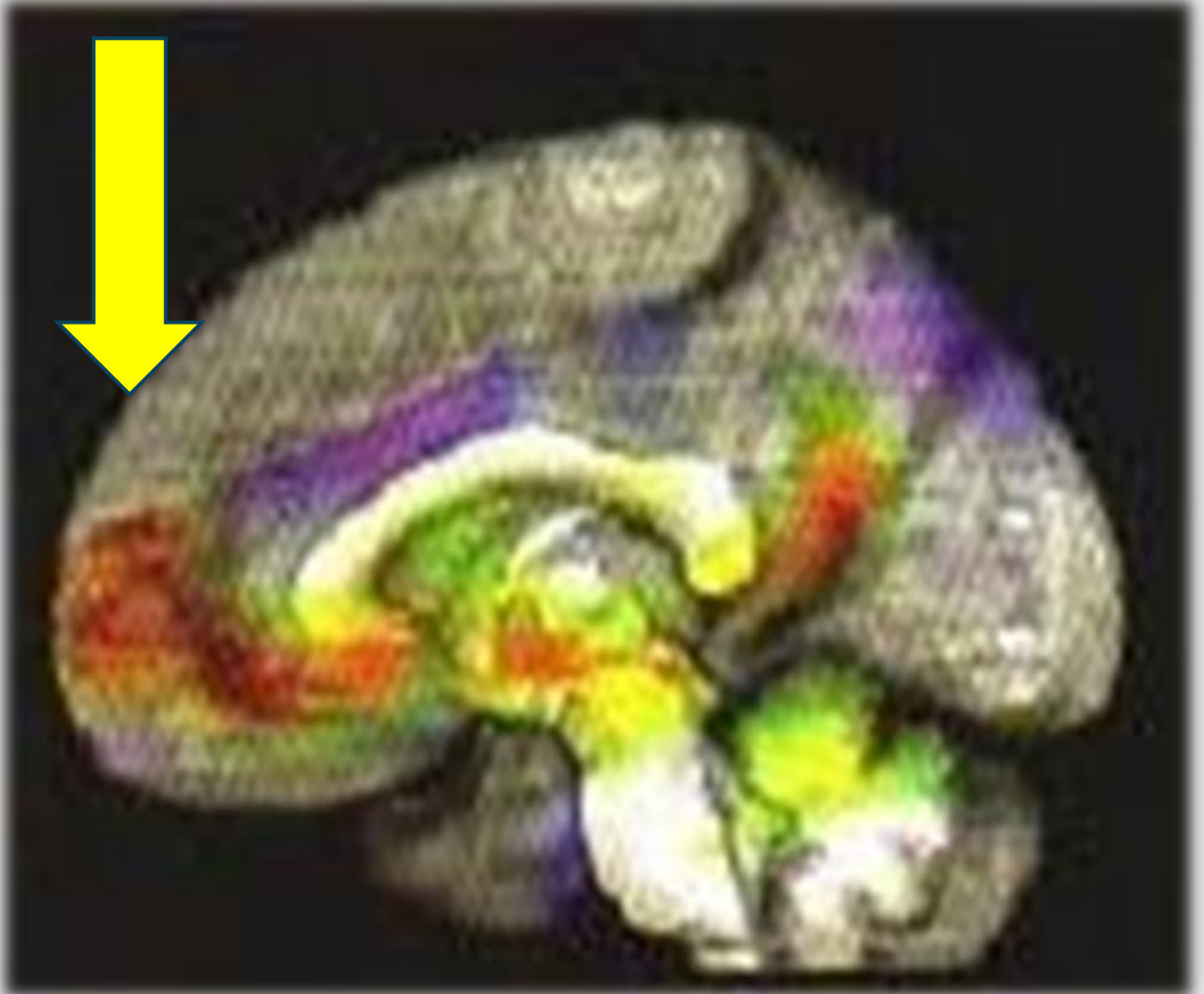
- ✓ Fight
- ✓ Flight
- ✓ Freeze
- ✓ Basic body function
- ✓ Especially triggered by threat and fear
- ✓ The brain's "bouncer"

- **Defensive**
- **Has to be right**
- **Reactive**
- **Compromised health**
- **Stuck (either/or)**
- **Protective of self**
- **Tunnel vision**
- **Missed opportunities**



	Interference	Actions
<p>Clarity</p> <p>Confusion</p>	<ul style="list-style-type: none"> Information doesn't get trickled down Inconsistent communication Too many methods of communication Speed of change 	<ul style="list-style-type: none"> Collaborate Enforce Training Timely communication
<p>Choice</p> <p>Powerless</p>	<ul style="list-style-type: none"> Team members feel like they can't make a decision Responsiveness to customers Technology issues with no accountability or urgency 	<ul style="list-style-type: none"> Consistent messaging of expectations Accountability Empower people to make decisions
<p>Consequence</p> <p>Burnout</p>	<ul style="list-style-type: none"> Managing expectations Claims volume Poor work ethic Outdated processes 	<ul style="list-style-type: none"> Follow up Escalate only when necessary Clear communication Give a grace period of 24 hours Double check we are asking the correct person for the answer

- Belief
- Willpower
- Perspective
- Flexible and
- Curious and
- Creative
- Focus





**How do we lead in a
way that makes
innovation possible?**

6 LEADERSHIP STYLES



VISIONARY

Moves people toward shared dreams and is most appropriate when changes require a new vision or when a clear and inspirational direction is needed.



COACHING

Connects what an individual wants with the organization's goals, helps leaders intelligently delegate, and helps team members improve performance by building long-term capabilities.



AFFILIATIVE

Creates harmony by connecting people to each other and is most appropriate to heal rifts in a team, motivate during stressful times, or strengthen connections.



DEMOCRATIC

Values people's input and gets commitment through participation. It is helpful in building buy-in, consensus, and gathering input from team members.



PACESETTING

Meets challenging and exciting goals to get high-quality results from a motivated and competent team.



COMMANDING

Soothes fears by giving clear direction in an emergency and is appropriate in a crisis, to kick-start a turn-around, or with problem team members.



Leadership Style Survey

Pages 3-6

6 LEADERSHIP STYLES



VISIONARY

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COMMANDING

Soothes fears by giving clear direction in an emergency and is appropriate in a crisis, to kick-start a turn-around, or with problem team members.



Breakout:

- What did your survey reveal?
- Which style is your default?
- Which of the style(s) are you most/least comfortable executing?
- What style(s) are needed right now in your leadership?



Leadership Style	Quick Description	Emotional State to Activate	Key EQ Behaviors Needed
Visionary	Sets direction and meaning by connecting today's work to a compelling future. Helps people see <i>why</i> their work matters.	Hope / Meaning	<ul style="list-style-type: none"> - Self-Awareness - Influence - Optimism - Inspiration
Coaching	Develops people by connecting individual strengths and goals to organizational needs. Focuses on growth over time.	Confidence / Capability	<ul style="list-style-type: none"> - Self-Awareness - Self-Confidence - Empathy - Service
Affiliative	Builds trust and restores connection by prioritizing relationships, safety, and belonging—especially during stress or conflict.	Trust / Safety	<ul style="list-style-type: none"> - Self-Control - Empathy - Service - Teamwork
Democratic	Creates ownership and buy-in by involving others in decisions that affect them. Values voice and diverse perspectives.	Ownership / Buy-in	<ul style="list-style-type: none"> - Adaptability - Assertiveness - Influence - Teamwork
Pacesetter	Raises standards and urgency by modeling excellence and speed. Most effective when trust and capability already exist.	Urgency / Standards	<ul style="list-style-type: none"> - Self-Control - Self-Confidence - Initiative - Influence
Commanding	Provides immediate clarity and direction in moments of crisis or safety risk. Best used briefly and intentionally.	Clarity / Safety	<ul style="list-style-type: none"> - Self-Control - Self-Confidence - Assertiveness - Initiative

Commanding

Take decisive action by telling people what to do

Naturally, you ...

- take charge in crises and make quick decisions
- have no issue telling people what to do
- believe rules and standards should be followed without exception
- are comfortable using authority to get results
- step in to correct poor performance immediately
- clear about who's in charge

Pacesetting

Build urgency to meet challenging and exciting goals

Naturally, you ...

- lead by example and expect others to follow your standard
- prefer to do things yourself if others aren't performing
- move fast and expect others to keep up
- have little patience for mediocrity
- thrive in high-performance, high-pressure environments
- value competence and efficiency above all

Emotional State to Activate

Clarity/Safety

Key EQ Behaviors

Self-Control
Self-Confidence
Assertiveness
Initiative

Emotional State to Activate

Urgency/Standards

Key EQ Behaviors

Self-Control
Self-Confidence
Initiative
Influence

Democratic

Gain buy-in by involving people in decisions that impact them

Naturally, you ...

- ask for input on decisions that affect your team
- seek to build consensus rather than push decisions through
- encourage open debate and diverse opinions
- make people feel heard even if their input isn't used
- believe the best ideas often come from the group
- slow down to involve others—even when moving fast is easier

Affiliative

Create harmony and connection during stressful times or conflict

Naturally, you ...

- prioritize team harmony, especially in times of stress
- recognize and respond to people's emotions
- build loyalty by showing empathy and care
- foster a sense of belonging and psychological safety
- offer support first, then focus on performance
- value and intentionally nurture strong relationships

Emotional State to Activate

Ownership/Buy-In

Key EQ Behaviors

Adaptability
Assertiveness
Influence
Teamwork

Emotional State to Activate

Trust/Safety

Key EQ Behaviors

Self-Control
Empathy
Service
Teamwork

Coaching

1:1, connecting individuals to the organization

Naturally, you ...

- help individuals clarify their personal and professional goals
 - regularly have developmental conversations with your team
 - adapt your leadership to support someone's growth stage
 - encourage learning from mistakes and reflection
 - invest time in mentoring and building others' capacity
 - help people connect what matters to them with what matters to the organization
-

Visionary

Inspire others by communicating a clear vision

Naturally, you ...

- communicate a clear, compelling vision for the future
- help others see how their work connects to the big picture
- use storytelling or metaphors to inspire people
- energize my team by focusing on what's possible, not just what is
- set a direction and give people freedom to find their own path
- focus more on long-term outcomes than short-term fixes

Emotional State to Activate

Confidence/Capability

Key EQ Behaviors

Self-Awareness
Self-Confidence
Empathy
Service

Emotional State to Activate

Hope/Meaning

Key EQ Behaviors

Self-Awareness
Influence
Optimism
Inspiration

	Interference	Actions	Leadership Style(s)
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Breakout:

- Review each interference in your assigned section: clarity, choice, or consequence
- Which leadership style(s) would likely be most effective in reducing that interference?

GROW for Leadership Styles

G

GOAL

Identify the outcome you want to create and what people must feel to get there.

Goal Questions

- What outcome are we trying to create?
- What must people feel to get there? (clarity, trust, urgency, ownership, etc.)

R

REALITY

Assess the current reality of the situation, including the emotional reality.

Reality Questions

- What emotions are present?
- Where is threat, fatigue, or resistance showing up?

O

OPTIONS

Intentionally select the leadership style(s) that will close the gap between reality and the goal.

Options Questions

- What is the emotional gap?
- What style(s) are most effective in closing the gap?
- What style(s) must be avoided?

W

WAY FORWARD

Execute on the best option.

Way Forward Questions

- What will I say and how will I say it?
- What will I ask to involve others?
- What commitment am I making?
- What will I intentionally avoid doing?

Interference: Choice

Team members feel like they aren't empowered to make a decision.

Interference: Consequence

Poor work ethic.

GROW for Leadership Styles Planning Guide

G

GOAL

Identify the outcome you want to create and what people must feel to get there.

Goal Questions

- What outcome are we trying to create?
- What must people feel to get there? (clarity, trust, urgency, ownership, etc.)

Desired outcome:

Emotional state required for success:

Clarity Trust Confidence Ownership Urgency Hope Other: _____

R

REALITY

Assess the current reality of the situation, including the emotional reality.

Reality Questions

- What emotions are present?
- Where is threat, fatigue, or resistance showing up?

What emotions am I observing (spoken or unspoken)?

Where might threat be present?

What are the stories people may be telling themselves?

What are my strengths/limitations as a leader?

Who are the stakeholders involved?

GROW for Leadership Styles Planning Guide

Breakout:

- Pages 11-13
- Apply to a leadership challenge (interference) you are facing.
- Use the questions in the GROW framework to decide the best approach.

Leadership Behaviors for Innovation

As a leader I.../As a team we...

	Almost Never				Almost Always		
1. Make time for fun.	←	1	2	3	4	5	→
2. Allow team members to think differently without repercussion.	←	1	2	3	4	5	→
3. Value all team members' ideas and opinions.	←	1	2	3	4	5	→
4. Take the time to think strategically about what's next.	←	1	2	3	4	5	→
5. Ensure my team is well positioned for the future.	←	1	2	3	4	5	→
6. Invest in my and my team's professional development.	←	1	2	3	4	5	→
7. Continuously seek to bring in new practices from different industries.	←	1	2	3	4	5	→
8. Clearly communicate with the team.	←	1	2	3	4	5	→
9. Recognize and effectively address conflict.	←	1	2	3	4	5	→
10. Build on the strengths of each team member.	←	1	2	3	4	5	→
11. Give team members continuous, real-time feedback.	←	1	2	3	4	5	→
12. Consistently reward and recognize.	←	1	2	3	4	5	→
13. Don't have to be right.	←	1	2	3	4	5	→
14. Involve people in decisions that affect them.	←	1	2	3	4	5	→
15. Seek feedback from others on how I can improve.	←	1	2	3	4	5	→
16. See opportunities where others see setbacks.	←	1	2	3	4	5	→
17. Give candid, direct feedback in a timely matter.	←	1	2	3	4	5	→

Leadership styles shape the moment.

These behaviors shape the culture.



Put in the reps

- Follow through on your personal action
- Schedule your call with your coach
- See suggested reading and Team Tips on **page 15**

CONNECT TO
LEAD
TO CONNECT

Session Four: April 7, 2026