“Learn all you can from this book, and implement that learning in your workplace!”

— Marshall Goldsmith, Thinkers50 #1 Leadership Thinker in the World

create resilient teams in turbulent times

CHRISTINE COMAFORD
NEW YORK TIMES BESTSELLING AUTHOR OF SMARTTRIBES AND RULES FOR RENEGADES
Praise for Christine Comaford and the SmartTribes Institute (STI)

“Christine is super-high bandwidth.”
—Bill Gates

“Christine’s leadership tools are some of the most effective ones I have seen for quite some time. The neuroscience-based approach is very new and very powerful. It has made a big difference for our folks, particularly in the areas of fostering collaboration (by helping people better understand the needs and moods of their teammates) and increasing productivity (by helping our managers focus and tell apart the high-value-added activities from the low-value-added ones). These tools are easy to reapply to many different business situations and are especially useful in fast-changing business environments.”
—Alberto Moriana, Head of Sales Latin America, Procter & Gamble

“We’ve really moved the needle in our first year with STI! From our initial work at our Sales and Marketing Intensive and from coaching thereafter, together we’ve secured a needle-moving eight-digit account using two of the strategies I created with Christine and our team. This is a top three account for us. We have also doubled our marketing message effectiveness and increased our profile and brand awareness in the marketplace significantly; we’ve doubled our response rate on outbound marketing communications; we’ve created a scalable sales and marketing foundation to support our projected growth; we’ve launched an omni-channel marketing approach that is delivering double-digit response rates; we’ve developed a content marketing strategy and social media presence that is engaging prospects and clients at new levels; and we’ve just received the largest inbound lead in company history!

“Working with STI is efficient, effective, and high on ROI. STI brings a proven set of best practices to the table that streamlines the sales
and marketing process and delivers results. If you want to take your sales and marketing to the next level, you’ll want them on your team.”
—Scott Patsiga, President, Telaid

“STI’s Building Brilliant Teams training is a key course in our leadership development program. Our leaders like the high interactivity, the hands-on labs, and the practical brain-based tools that are easy to learn and immediately create high-impact results. The case studies that help clarify STI’s key tools are popular too. Our leaders especially like learning how to tie the neuroscience and emotional drivers of satisfaction and motivation to drive team performance and happiness. It’s called ‘a great class and one of the best I’ve attended!’ by many.

“Thanks, STI, for helping us invest in leadership growth. As a result, our leaders are raising the bar on building brilliant teams.”
—Steve Degnan, Chief HR Officer, Nestlé Purina PetCare North America

“Christine received the top rating at our Fortune Leadership Summit. Her program on building trust in tangible, measurable, specific ways by showing us how it is experienced in the brain was life changing. Our audience of 650 business leaders was captivated by her message and engaged as we did labs together to apply Christine’s neuroscience-based tools. It’s been over a month, and our participants keep raving about it! We can’t wait to work with Christine again.”
—Verne Harnish, Chair, Fortune Magazine’s Leadership Summit, and author of Scaling Up

“I’ve been in the sales and marketing world for decades, and I can be a bit skeptical of consultants. Christine changed all that. From the start she was generous with her time, ROI focused, and profoundly accountable.

“The results have been amazing. In two workshops, Christine’s potent neuroscience techniques have completely refreshed how our marketing leadership team approaches messaging, customer experience, optimizing our marketing process, and aligning with sales. Our team has called the experience nothing short of amazing—and we’re not known to gush. Thanks, STI!”
—Steve Mann, former CMO, LexisNexis
“The program we had recently with STI was one of the highest rated of the year! Christine did prework to learn what our members’ top business challenges were, and then she brought exactly what we needed to solve them. She made sure we understood how to use the tools, she gave us specifics on applying them to different scenarios, and she also was very generous with extra tools and extra time. The whole day was nonstop take-home value! Our members didn’t know it was possible to get this much value in a single program. We will definitely have Christine work with our CEOs again. Everyone gave overwhelmingly positive feedback!”

—Daniel Levin, CEO, Cain Millwork, and Education Chair, YPO Chicago

“Our sincerest thanks for your fantastic work at our summit. Your energy is amazing, your expertise beyond valuable, and the STI team is wonderful to work with! Our leaders found the day to be packed with practical tools they could immediately apply to help their teams rise to new levels of engagement, performance, and connection. In times of change and growth, your powerful yet easy brain-based tools are already making a difference for our tribe. We can’t wait to work together further.”

—Tim Herrod, Vice President Procurement, Potash Corporation

“Thank you so much, Christine, for the brilliance, passion, and inspiration you’ve imprinted on the mind and heart of each of us. Your program at our first GoPro Women’s Summit empowered everyone profoundly. We have received so much incredible feedback from our attendees! Now they have new tools to help them generate new insights and help others do the same, to make new meaning about their experiences, to bring safety, belonging, and mattering where it is needed so they can lead themselves, others, and the business with a fresh perspective. We can’t thank you enough for leading such an impactful session. Your brain-based tools are truly helping our tribe!”

—Laura Robblee, Senior Director, GoPro

“Our event with Christine was one of our best ever! The roomful of 100+ leaders was fully engaged for an entire day. I’ve never seen anything like it. Christine took the time to learn what would benefit our members most,
and then she designed a custom program that blew everyone’s mind. The tools were just what we needed to take our teams to the next level, to create deeply engaging company cultures, to market more effectively, and to close sales faster. We’re all high performers, and it’s rare that we hear something that fascinates us. Christine’s program had everyone diving in, learning new techniques, applying them to key business challenges, and buzzing about how they could share these tools with their teams. What a remarkable session! We’ll have Christine here again.”

— Scott Stevenson, President and CEO, Kleenmark, and Education Chair, YPO Wisconsin

“What is empowerment, really? We wanted to bring our amazing team to the next level, and STI is helping us do just that. First, it had to start with me. Through coaching, I’m learning to let go more, and I have optimized my time to do more strategic (and fulfilling) work and, most important, to have more time with my family. I am no longer focused on how activities are getting accomplished down in the weeds. Instead, I am enjoying the benefits of having a strategic focus and determining the direction the organization is headed. The one-on-one attention that STI has given me and the key members of my executive management team is the reason we are becoming a more strategic and aligned organization.

“As a result, together we’re continuously surpassing revenue goals and getting increasingly comfortable with even loftier revenue targets; achieving new highs in production; diversifying our client base while getting closer to and more involved in our key clients’ businesses; gaining visibility on the business and having a lot less stress; helping the team across the entire organization perform at greater levels with deeper fulfilment; and receiving a Best Places to Work award based on voting by our employees.

“Now I really know what empowerment is. Our people live it, and so do I.”

— Brandon Ewing, CEO, Server Technology

“In today’s world of constant change, leaders need simple and powerful tools to support their teams. STI’s practical, evidence-based tools that you introduced to our sales and underwriting managers were met with appreciation and excitement. You delivered the workshop in a way that connected with our emotions and intellect. I’m confident that the tools will
help us focus on critical objectives and keep our energy high. We found our time together to be of high value.”

—Dennis Lum, VP National Channel Strategy, Kaiser Permanente

“Our first year working with STI has been better than I ever imagined. It’s as if our whole team has risen to an entirely new level. It’s awesome and energizing! The results we’re getting as a result of our work with STI are tangible too.

“Together we’ve created a compelling mission, vision, values, and company theme statements everyone loves; cultural rituals for engagement (high fives, celebrations and/or rewards for modeling our values); performance motivation, measurement, and growth processes (self-evaluations, leader reviews, individual development plans, personal improvement processes); accountability structures and tracking systems; three-year strategic plans with specific tactics, dependencies, and contingencies to ensure execution; three-year budget and staffing plans; a five-year map to our next key inflection point.

“I knew our team was remarkable, but seeing them dive into greater depths of leadership, enrolling and engaging others, collaborating in new and powerful ways, embracing new skills, and helping to cultivate and elevate others has been a profoundly fulfilling experience. Thanks, STI, for helping us step into our huge potential!”

—Chris Whitney, CEO, Trans-Phos, YPO Tampa

“As a finance executive, it’s key to make sure that you’re seen for the strategic value you bring. That’s one of the many reasons coaching with STI has been so transformative. I’ve significantly increased my ability to deliver strategic value across our organization by raising the bar as a leader. I’m now more present with others, listening more deeply, sharing my vision more clearly, and enrolling and engaging people like never before. As a result, I’ve built more powerful connections and greater trust with senior executives, peers, and team members—all of which is crucial as our business continues to grow, change, and evolve.

“My team is responding too. We’re more cohesive, effective, energized, and on point than ever before. My relationships are richer and closer with more open communication. Together, we’re achieving more, influencing more, and seeing conflicts and challenges as exciting adventures. I’m now
someone who powerfully and quickly brings people together and delivers results that far exceed expectations. I’m now seen as a strategic asset, a trusted advisor, and a cultivator of talent and people in general. Thanks, STI!”

—Michael Trzupek, former General Manager Venture Integration Strategic Programs, Microsoft

“I’ve been to some of the top business growth programs in the country, and I’ve found STI’s methodology to be among the most effective. The positive transformation our company has experienced with STI has been profound. Here are some of our results from strategy days, trainings, and executive coaching sessions with STI: We’ve powerfully aligned our geographically distributed leadership team with clear communication, needle movers, performance expectations, and proven processes to streamline results and save everyone time and energy. We’ve defined compelling values that everyone is rallying around, and our associate engagement continues to climb. We’ve created Customer Journeys, Safety, Belonging, and Mattering (SBM) Triggers, and Meta Program Profiles for our top five customer profiles. Now we know how to step into their shoes and connect more deeply with them and provide even greater service, communication, and joy in working with us.

“We’ve raised the bar on our already high standards of performance, service, and behavior with programs our associates have created. The company’s infrastructure is in place now, and it is evolving to support our rapid growth. We’re reaching new revenue and customer delight records, and we have high visibility on our finances and operations overall.

“As a result, it’s now easier to recruit new associates—to onboard them and to bring them powerfully into our high-performing tribe. What a difference STI’s proven processes make! Thanks, STI, for helping us reach new heights (and have fun in the process)!”

—Abigail Kampmann, CEO, Principle Auto Group, YPO San Antonio

“Wow—our team had several aha moments at our recent Sales and Marketing Intensive with Christine. Now we clearly see what we’re not doing, what we can be doing, and how exactly to do it to get the increased results we want. Christine helped us fill in the gaps to streamline sales and marketing processes, identify the profiles (and surprising similarities) of our diverse prospects, launch powerful neuroscience-based messaging for a
new service, and further align our sales and marketing teams around common objectives—all while laying out a clear path. Our team is jazzed—it’s as if the lights have been turned on bright and we can see farther and with greater detail.

“If you want to jumpstart your sales and marketing and get better results with a lot less effort, bring STI in to help. Your team, like mine, will thank you, and you’ll love the results.”

—John Gorski, CEO, NAMSA, YPO Maumee Valley

“Christine’s session at our chapter was our best so far! Everyone stayed well past the ending time, and the comments on the tremendous take-home value continue to stream in. Her expertise in applied neuroscience is vast—she taught us techniques for optimizing sales, marketing, leadership, and execution, and she explained them in easy-to-learn and powerful ways. Christine was generous with her time, working one-on-one with chapter members and even with our forum to iron out key leadership challenges. It was a truly invigorating event!”

—Luke Williams, Managing Director,
Oak Tree Development, and Education Chair,
YPO Connecticut

“Our first year with STI has been a total game changer! Emotional engagement is our highest ever: we’re all super aligned behind a vision we share, and we are totally in sync. Communication is also at an all-time high: we’re open, compassionate, clear, and honest with each other, and we now have new levels of collaboration and trust. The results have been tangible, measurable, and specific: new clients, increased operational efficiency, some of the best work we’ve ever created, and it feels like we’re just beginning to hit our stride.

“Thank you for helping us raise our level of leadership, for helping us optimize our culture and org chart, for helping us set clear and compelling needle movers, and so much more. Our marketing is more effective than ever before, our updated values, mission, and vision are inspiring everyone, and our new tools to increase engagement, communication, and prioritization are taking us to new heights. Wow. I knew our team was awesome, and they just keep raising the bar. I’m so glad we’re on this adventure together!”

—Cheryl Farr, Founder, SIGNAL.csk Brand Partners
“When CEOs spend a full day learning about leadership, the expectations are sky high. And Smart Tribes Institute delivered! Christine’s session for the Silicon Valley Chapter was one of the strongest workshops we’ve had. Christine helped us understand the basics of the human brain. We learned about STI’s easy and potent tools to enroll, engage, align, and empower our teams in immediate and high-impact ways. As leaders, the labs we did during the workshop helped us address our real-world challenges and apply STI’s tools to them. Everyone is still buzzing about the program. We can’t wait to have her back!”

—Nancy Geenen, Silicon Valley Chapter Chair, Women President’s Organization

“What a high impact day at our recent Sales & Marketing Intensive! Lots of great feedback from our team. VERY impactful for us. I was thrilled by how quickly everyone grasped your powerful brain-based rapport tools. Our team is fired up and charging ahead at remarkable speed. They are already working on direct mail concepts using their new rapport tools—they’ll present them in two weeks. Our infographics are being optimized for high response rates with Safety, Belonging, Mattering, Meta Programs, WIIFM, CURVE, and the four Customer Journey Personas we created together are ready for validation. Our Sales and Marketing Needle Movers are clear and all our programs are tied directly to them, and our new marketing plan has been shared and all are engaged, aligned, enrolled. The Sales team is on board with the new stages, probabilities, and X Factor to streamline pipeline visibility and performance. Our client success stories are teed up and will be deployed easily, ensuring we amplify the awesome work our organization does for our clients.

“We now have the tools to support our Sales and Marketing team members to bring their personal best every single day.

“Our day together was the most productive and high ROI sales/marketing gathering I’ve ever experienced. And I’ve experienced plenty of them! Thank you, Christine and STI! I can’t wait to see what we create together next.”

—Patrick Gallagher, Vice President, Gallagher Asphalt Corporation, YPO Chicago
POWER
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POWER

your

TRIBE

create resilient teams
in turbulent times
Contents

Foreword by Marshall Goldsmith xi
Preface xiii

PART I WHAT HAPPENS INSIDE WHEN CHANGE HAPPENS OUTSIDE

1 How Human Beings Experience the World 3
We decide whether an experience is “good” or “bad,” and the meaning we assign to our experience creates and reinforces our identity, beliefs, capabilities, and behavior.

2 The Three Things All Humans Crave 17
Resilient teams have three key ingredients: safety, belonging, and mattering.

PART II THE POWER YOUR TRIBE PLAYBOOK: LEARN TO LOVE CHANGE

3 Release Resistance 31
To shift your state and create choice, we’ll find your starting point. Resistance reinforces the Present State, which is where the problem is. Learn how to release resistance so you can have more choice.
Tools: Emotion Wheel, Maneuvers of Consciousness, Outcome Frame
4 Increase Rapport with Yourself
To live in a state of emotional agility more consistently, we need to build the mental muscles of self-awareness. We do so by increasing emotional rapport with ourself and stilling the constant chatter of our mind.

Tools: Organismic Rights, Parts Process, Mindfulness Meditation

5 Make New Meaning
Shakespeare was right: nothing is good or bad but thinking makes it so. Learn how to choose your response to what happens to you and the story you want to tell about it.

Tools: Reframing, Distorted Thinking Decoder, Neuro Storytelling

6 Anchor the Outcome You Want
Now that you have choice, what exactly would you like? Once you figure out what you want, you can help others do the same. A clear Desired State combined with potent sensory anchors can make all the difference.

Tools: VAK Anchoring, Outcome Frame

7 Enroll and Engage Others
Forge your emotional agility strategy with others; enroll, align, and engage even the most challenging types to help you create the needed change.

Tools: SBM Behavior Decoder, SBM Communication, SBM Index, Meta Programs

8 Build Tribal Agility
Help your team build trust and keep the change going, and increase emotional agility in yourself and others.

Tools: Three-Minute Journal; Diversity, Equity, and Inclusion Structures; Cognitive Bias Navigation; Borderline Behavior Quiz; Borderline Behavior Decoder; Borderline Behavior Navigation; Cultural GAME Plan
9 Expand Tribal Power 157
Help your tribe navigate any obstacle, thrive on feedback, and redefine their personal best.
Tools: Energetic Weight, Energy Recall, Myelination Practice, Feedback Frame, Four Conversations, Seven-Step Feedback Frame

PART III
THE POWER YOUR TRIBE PLAYBOOK CASE STUDIES

10 Resilience Rx: Leadership Abusing Power and Engaging in Bullying Behavior 179

11 Resilience Rx: Sluggish Sales and Competitive Crush 189

12 Resilience Rx: Merger and Acquisition Adventures 197

13 Resilience Rx: A Family Business and Board Dysfunction 203

14 Summary: What to Do Next 209
Acknowledgments 211
Appendix: Additional Resources 215
Notes 229
Index 233
Preface

A Fortune 500 consumer products organization was facing a crisis—5,000 people in their Latin America sales and marketing division were in Critter State (fight, flight, freeze, or faint). With unstable and plunging currencies, unpredictable dictators, and supply chains that disappeared overnight, Latin America was the worst-performing region. Change was a constant, crisis was the result, and no one knew when the next disaster would strike. Executive leadership reached out to us, asking our help to get its 5,000 struggling people into their Smart State (where they could more easily navigate change and reduce stress).

We started with 50 leaders, teaching them our proven and easy neuroscience-based tools in an intensive daylong session. With greater emotional agility, they experienced rapid progress and told their colleagues. Then we worked with the next batch of 50, and so on, until the top 200 leaders and executors were on board. People stopped seeing themselves as victims and started seeing themselves as outcome creators. Their only question was, “What outcome do we want to create today?”

The empowerment spread outward, downward, and upward, across the organization. And two and a half years later, Latin America was the top performer—delivering over 50 percent of the growth annually to the entire corporation. Our client’s executives knew their people had the power within themselves to triumph. They simply needed some new tools.

A U.S.-based healthcare provider faced a different type of change challenge: the extreme stress that comes with exponential growth. The leaders had nearly doubled the size of their organization from $13 billion to over $20 billion from their acquisition of a key competitor. The finance team had a tremendous task before it: how to integrate both companies,
streamline financial operations, reduce redundancies, navigate politics, and sidestep sacred cows, all while honoring the “nice” culture our client was famous for. The finance leaders were overworked, their teams were super stressed, and the work was just beginning.

We started with a yearlong program to boost leadership and deeply empower the finance leaders to “move the decision-making down” that had historically been held closely in the C suite. As the leaders embraced our neuroscience-based tools, they cultivated and elevated their teams, stopped giving orders (and started asking questions), and transformed the change experience from fear and uncertainty into empowerment and ownership. In six months the team was emotionally agile, self-directed, and firing on all cylinders.

A market-leading food organization was in a bind. A fake news story on social media had spread like wildfire, and revenues of one of their top brands had plunged 27 percent. It was crucial to stop the slide, stabilize, and then start to rebuild.

We were brought in to train a few dozen leaders in optimal teaming, rapidly engaging and enrolling large and diverse groups to come together, focus on outcomes, tell themselves and each other new stories about their situation, and get momentum going. Then we shifted our focus to the marketing team, supporting an initiative to reinvent how the organization marketed to consumers. We started the day with an intense emotion-shifting exercise. Fifteen minutes into it, half the team had shifted from victimhood and disaster thinking to empowerment and possibility thinking. Fifteen more minutes, and the other half were on board. Now it was time to teach them how to bring our tools to their teams.

The result: The brand is safe and growing, and the leaders are stepping into new levels of accountability, meaning, and fulfillment—and they are bringing their teams forward with them. If a disaster ever strikes again, they’ll navigate it gracefully and swiftly.

These very different companies have three things in common. First, they all have faced the challenges of constant, relentless, and unpredictable change. And they’re only going to see more of that in today’s super-fast, information-overloaded, immediate-response world.
Second, they have the driving need to shift their panicking teams to a more resourceful state in which they are *emotionally agile*—and to mobilize these teams quickly and efficiently toward a clear outcome. Knowing what you need to do and how to get to where you want is not sufficient. People—including you as the leader—must be trained, equipped, and capable of taking the necessary action to shift their *emotional* state in order to get there.

Third, when these companies used the SmartTribes tools to become more emotionally agile, they began to succeed at speeds most companies struggle to achieve.¹ Constant, relentless change was now an opportunity to *grow*, not just “go.”

In other words, all these companies needed to get people on board to create necessary change. It wasn’t a choice. It was a necessity. All needed new tools because the ones that had worked in the past were no longer effective. They needed a new way to *power their tribes*.

*Power Your Tribe* is the next evolution and extension of our *New York Times*—bestselling book *SmartTribes.*² Though it is worth your time to read *SmartTribes* at some stage, you don’t need to read it to benefit from this book.

If you *have* read *SmartTribes*, *Power Your Tribe* reinforces the core principles you are familiar with and provides new tools. As the business environment has changed significantly in recent years—making it even clearer that relentless change is now the norm—we at SmartTribes Institute (STI) are continually discovering, pioneering, and implementing new frames of operation and behavior. We do this to support our clients who are faced with—and will continue to be faced with—change.

Where *SmartTribes* explained how teams become brilliant together, *Power Your Tribe* shows how teams use emotional agility to *stay* brilliant together—no matter how turbulent the times and no matter what external changes you face.

**WHERE CHANGE OCCURS**

Change appears in many forms, including these:

- External threats, in which people feel victimized by constant change from both external forces and senior leadership’s response to those forces
- Exciting and often significant external and/or internal opportunities for growth
- Internal changes in structure, administration, leadership, or policies

Resistance to change is often due to the uncertainty about what it means or what may result from it. And it is important to understand that change occurs on many levels, including environment, behavior, capability, belief, identity, and core, which you’ll learn more about in Chapter 1.

Changes in any of these areas are tremendously threatening to our reptilian brain, which exists to ensure that we survive. Because our reptilian brain thinks change just might kill us, it can subconsciously keep us from making the change we know we need—as you’ll see in Chapter 2.

One of the greatest challenges that come with change is the feeling of isolation, fear, uncertainty, and doubt. When we’re unsure of how to move forward and unclear about what the change means, we often withdraw and isolate ourselves to make sense of what is happening. But we are tribal beings. We need to be together. We need to know we’re safe, we belong, and we matter.

So the key to successful change is understanding and navigating the emotional undercurrent of change together. Where other approaches deal with the surface issues involved in change, in this book we’ll dive deeply into the emotional undertow that often accompanies growth and change so you can learn how to remove emotional resistance to get where you need to be.

This is not to be confused with removing your emotions, ignoring them, or setting them aside. This book is about learning how to use emotions to win. You will learn first how to shift your own emotional state and then how to shift the emotional state of others—and pursue the outcomes you want together. Because while we can’t control external events, we can absolutely control our internal events—how we respond to all that is happening outside of us (and even inside of us).

**CHANGE AND GROWTH REQUIRE EMOTIONAL AGILITY**

What if I told you that a bird doesn’t need its wings to fly from A to B? Or that it doesn’t need to flap its wings to fly? You’d think I was being preposterous.
Wings for a bird are like emotions for human beings. Life is an emotional experience. Work is an emotional experience. Human beings navigate with their emotions. Emotions are the wings that get us from A to B. Without them, we can’t fly. The greatest highs, lows, triumphs, and fears all come from emotional experience. Emotions are a large part of how we experience the world, each other, and ourselves. And emotional agility is how well we use our wings to fly.

Daniel Goleman’s groundbreaking book *Emotional Intelligence* changed the way we think about human interaction—and made it OK to acknowledge that humans are emotional beings, even at work. The concept of emotional intelligence is crucial for us all to understand because the lack of it causes the majority of human conflicts, including terminations, divorces, and even wars.

But as most of us realize, it’s not enough to simply know that emotional intelligence is important. Whereas emotional intelligence informs us about the quality of our wings, *Power Your Tribe* will teach you how to use those wings to great effect. In a sense, this book picks up where *Emotional Intelligence* leaves off—it reveals how to change your behavior at the subconscious level to increase your emotional intelligence.

But how do we shift our emotional state to achieve the outcomes we want, especially when we’re overwhelmed by constant change? We certainly know it’s not as simple as telling ourselves, “OK, let’s look at this in a positive light.” Nor is it useful to tell someone, “Stop feeling overwhelmed. It’s not helping anybody!”

There are steps to changing our emotional state. The first thing we need to know is that it’s not what happens to us that matters. It’s the meaning we attach to what happens that matters. And the meaning we attach is based on what we tell ourselves about what happened. If what we tell ourselves is positive, we’ll have good feelings. If what we tell ourselves is negative, we’ll have bad feelings. If it feels good, we’ll call it a good experience. If it feels bad, we’ll call it a bad experience.

However, the meaning we make about what happens to us often operates well outside our conscious awareness. It not only governs how we behave, it can also limit our capabilities—which is why it’s essential to understand the meaning we are making so we can change it if need be.

According to neuro-linguistic programming (NLP), the human organism will always move toward the best kinesthetic feeling, which is the feeling or emotion we associate with a given experience (that is, the meaning
we give it). In neurolinguistic shorthand, it’s known as the “best K.” If there isn’t a best K, it will move toward the least bad K. And since we’ll keep experiencing what we’re experiencing until we’re done with it, it’s important to be present in what is truly happening—and to clarify the meaning, find out what the Ks are, fully appreciate them, cease resisting, and create a vision for what we want next.

Let me give you an example. Suppose you’re a sales director, and a big client—one that accounts for 30 percent of your top-line revenue—stops working with you. Now you need to either replace that client or let go of some staff, maybe delay mission-critical initiatives, and explain the loss to the board. It feels bad, so it is bad. And you, as the sales director, may want to avoid feeling bad at all costs, whether that be via denial, avoidance, freezing up, or resolving to take your anger and frustration out on your team, all of which probably will create an environment of blame instead of collaboration.

However, avoiding bad feelings comes at a cost too. An opportunity cost. A more emotionally agile sales director might still feel bad about losing a big client. It would be strange if she didn’t. But the more emotionally agile sales director will also have another feeling available to her—the feeling of inspiration that comes with the challenge. Thus, that sales director will behave differently. She will consider it an opportunity to speak to the lost client and clarify with specificity why that client left. Rather than using the negative feelings as a sign of failure, she’ll relate to those feelings as feedback and an impetus for growth. She might redirect her attention to incorporating the feedback from the lost client and mobilize the team to plug the holes in the company’s main service offering so that the rest of the client base won’t suffer the same consequences.

This agile maneuver can result in increased penetration per client and increased top-line revenue per client account. The difference that made the difference? The meaning that the sales director made and the feelings that were available to her as a result.

If we want to inspire a new behavior in people to achieve better results, then we need to create a better K around what we want those people (or ourselves) to do versus the pattern they (or we) keep repeating, which currently has the best K (or least bad K). As leaders, it’s our job to add more options to the menu of possible behaviors—both for others and for ourselves. This is one of the key tools you’ll be learning in this book.
Experience can be changed. We do this by changing what we tell ourselves about our experiences (the meaning we make), which changes how we feel and changes how we classify the experience. And yes, at times, we will help others change what they tell themselves. Because another job of leaders is to help expand the identities of their people: to help them see how much choice and power they truly have.

Emotional agility is, in essence, about choosing how you want to feel, and helping others choose how they feel too. If emotions are the muscle, then emotional agility is the flexibility, strength, and adaptability of the muscle. With the right tools and the right training, this form of agility can be built into the muscle memory of your organization. And the more emotionally agile your organization becomes, the less it will need to “think” about becoming more agile. What would that mean for your organization?

**YOUR PLAYBOOK FOR CHANGE**

*Power Your Tribe* is based on the STI methodology we have created over the last 30-plus years of helping leaders get the results they want in organizations ranging from startups through Fortune 10 multinationals. Our blend of mapping diverse neuroscience research to practical tools and techniques has generated the many results our clients rave about.

In this book, you’re going to learn how to build emotional agility through a process called the Resilience Cycle, which follows the change progression we see most commonly (Figure P.1).

We generally start out either resisting change or feeling annoyed and/or frustrated by it. Here most of us stay stuck, refusing to see change for what it is—an opportunity to acknowledge that what worked before doesn’t any longer or that the conditions in our life are now new.

Once we are able to move through resistance, we can stay present to what’s happening by increasing rapport with ourselves. As a result, we can create new meaning, expand our identity, and ultimately have more choices. Then, with new choices open to us, we can anchor the outcome we want, enroll and engage our tribe in pursuing that outcome, and keep everyone agile and powerful as new changes arise.

*Note:* You may pop into the process at any point in the cycle. For example, if you’re not resisting anything but need to make new meaning, start there.
And because just understanding the process isn’t enough, to help you and your team move through each stage in the Resilience Cycle, you’ll also receive a set of super powerful and effective tools that are easy to learn and use. Together, the process and tools make up your change playbook. Your playbook will help you implement changes in your organization, whether those changes are simple or complex, local or global, or narrow or broad.

**EMOTIONAL AGILITY + TOOLS = POWER**

In Part I, “What Happens Inside When Change Happens Outside,” you’ll learn some foundational principles of how we experience the world—how we decide whether what is happening is “good” or “bad,” how stimulus from outside events causes us to assign meaning to our experience, and how your emotions even affect your cells.

Essentially, a business is made of people: employees, key stakeholders, and its owners. Adjusting the way people in a business behave and perform adjusts the way the business behaves and performs in the market. Therefore, if we want to change our business performance in change scenarios,
we must first understand how people perform in change scenarios so that we will know what needs to be adjusted (if necessary) to align with the business's performance objectives.

Based on this foundation, in Part II, “The Power Your Tribe Playbook,” you’ll build emotional agility in yourself and those you lead in the change situations you face right now. You’ll learn the tools and the processes to release resistance, be fully present, make new meaning, anchor the outcome you want, and enroll and engage others in achieving that outcome—all the while building a resilient tribe that has predictable revenue, passionate teams, and profitable growth. You’ll also learn how to raise the bar and help your team redefine their personal best.

Finally, in Part III, “The Power Your Tribe Playbook Case Studies,” we will walk you through some client case studies that show you how to apply a specific mix of tools in a variety of contexts, such as leadership abusing power, competitive crushes, merger and acquisition stresses, and family business and board dysfunction.

At the end of the book you’ll find the appendix, which includes a diagnostic chart (Table A.1) that you can use in any scenario that summarizes all the tools you now have in your toolbox so you will know when to use them and how.

This book is designed in a problem-promise-result format, so it’s easy to see how our tools will help you accomplish your goals.

Change is the new constant. Use it to power your tribe.
About the Author

Bill Gates calls her “super high bandwidth.” Bill Clinton has thanked her for “fostering American entrepreneurship.”

For over 30 years, human behavior expert, serial entrepreneur, and New York Times bestselling author Christine Comaford has helped 700 of the Fortune 1000 and 300 midsize businesses navigate growth and change.

Christine is sought after for the potent neuroscience techniques she teaches that are easy to learn and immediately applicable to real-world challenges. She is known for helping clients optimize growth, enroll and align teams in times of change, and profoundly increase sales, product offerings, and company value. Her coaching, consulting, and strategies have created billions of dollars in new revenue and company value for her clients.

As an entrepreneur, she has built and sold five of her own businesses with an average of 700 percent return on investment. She has served as a board director or board advisor to 36 startups and has invested in over 200 startups (including Google), repeatedly identifying and championing key trends and technologies years before market acceptance, due in part to her work as a software engineer in the early days of Microsoft, Apple, and Adobe.

Christine has consulted to the White House (Clinton and Bush). She was named one of the Top 50 Human Behavior Experts to Follow in 2017 and one of the Global Employee Engagement Influencers in 2017. A leadership columnist for www.Forbes.com and guest lecturer at Harvard Business School, she has appeared on CNN, CNBC, MSNBC, Fox Business Network, Good Morning America, and PBS. Stanford Graduate School of Business has done two case studies on her unconventional rise to success as a woman with neither a high school diploma nor a college degree.
Christine believes we can do well and do good, using business as a path for personal development, wealth creation, and philanthropy.

Her two *New York Times* bestselling business books are *SmartTribes: How Teams Become Brilliant Together* and *Rules for Renegades: How to Make More Money, Rock Your Career, and Revel in Your Individuality.*

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