

Above the Line



Living and Leading with Heart

Stephen Klemich and Mara Klemich, PhD

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The Four Universal Principles That Shape Your Life

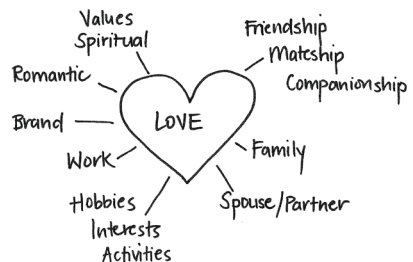
- Courageous HUMILITY—focusing on personal growth
- Growth-driven LOVE—focusing on growing others
- Ego-driven PRIDE—focusing on self-promoting
- Self-limiting FEAR—focusing on self-protecting



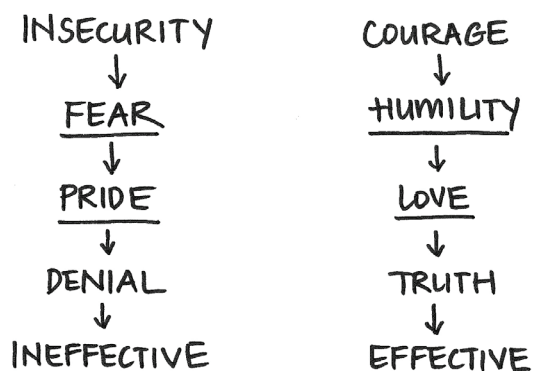
Some aspects of humility are:



Some expressions of love are:



Anything we do when driven by fear or pride won't be fully effective, but it's a normal way to react. It might deliver some short-term results, it might even feel good in the moment, but it won't actually help us grow our character.



EXERCISE: ONE MINUTE AT BASE CAMP

You can do this exercise in most day-to-day situations in life. Wherever you're reading this book, you can do this exercise right now.

1. Close your eyes and for twenty seconds, connect to the love in your heart. Recall a time when you felt loved or were loving. Who was there? What was happening? Really see it and feel it. Where do you feel that love? What's it like? What happens for you and to you as you feel it? (Know that this is purpose, connection to others, the strength of your relationships, your belief in yourself. It is the real you.)
2. Next, turn your heart toward fear. We all have it within us; none of us are immune. Recall a time when you felt fear. Who was there? What was happening? For these twenty seconds, step into that memory, really see and feel it. Where do you feel that fear? What's it like? What happens for you and to you as you feel it? Feel the insecurity, the doubt, how it makes you need to protect yourself or prove yourself. (This is the real you, too, but it isn't the best you. It's the you when you are in the grip of fear and pride.)
3. Finally, for the last twenty seconds, surrender yourself to love again. Feel the difference. What does that love show you about yourself?

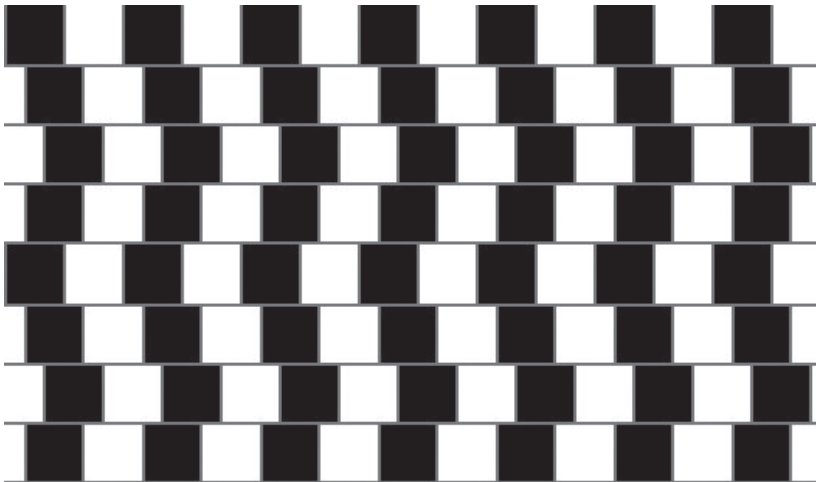
That is the journey of this book: acknowledging that we all feel fear and pride and that they influence us daily, but love is what we want most, and humility and love together are the path to unlocking the best within you—your true strength of character, your best version of yourself.



Triggers, Templates, and Truths

Look at the image below. All of the horizontal lines appear slanted, right?

In truth, they are not. Each horizontal line is perfectly straight, but our brain is convincing us of an entirely different “truth.” Even when you know for a fact that those lines are straight, your brain is still broadcasting the idea that they are slanted. It is very difficult to see them any other way. Unfortunately, the brain, while amazing and wonderful, is not always the best source of truth in our lives, as we mentioned before. Sometimes that trying-to-be-helpful neocortex is making decisions to use ineffective coping strategies instead of above the line character strategies, in its effort to keep us from pain. Sometimes we have to find ways to dig for the *actual* truth—that lies in the heart.



Café wall illusion—R. L. Gregory and P. Heard, “Border Locking and the Café Wall Illusion” (*Perception*, 1979, vol. 8 issue 4, 365–80).

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SITUATION + THINKING = BEHAVIOR
TRIGGERS
TEMPLATES
TRUTHS

EXERCISE: S+T=B INSIGHTS FOR TRANSFORMATION

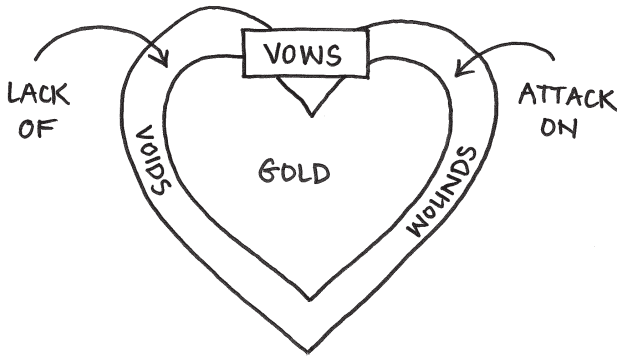
Think of your worst “below the line” moment in the past six months. Now consider the following questions:

1. How would you describe your *behavior*? What about it was below the line?
2. What was the *situation*? Who was there? What led up to your moment? What was at stake?
3. What were you consciously *thinking* as you went below the line?
4. While resisting a blaming mind-set, can you identify the *trigger* or *template* that drove you below the line? What *needs* to happen for you to go below the line?
5. Is there something you believed absolutely in the moment? Was there a *truth* attached to how you were thinking and behaving?
6. What was your below the line behavior trying to achieve? What was its *purpose*?
7. Think of *context*. Can you think of another time when you behaved similarly, even if the situation was different? What can you learn about your templates when you compare them happening in varied situations?
8. What *one step* could you take differently the next time a similar situation or trigger pops up?



Voids, Wounds, and the Gold within the Heart

The voids are best seen as a lack of—usually a *lack of* love, esteem, self-worth, security, education, a parent, or achievement. The wounds come from *attacks on* our heart: rejection, criticism, being made fun of, failures we never moved past.

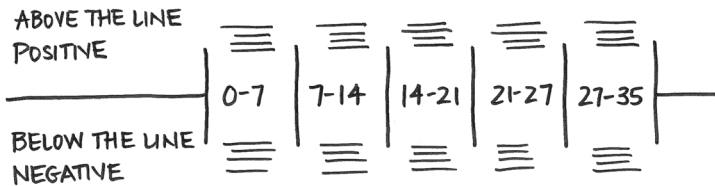


EXERCISE: A TEMPLATE TIMELINE

In any seven-year period, most of us experience significant change in our lives. The differences between seven, fourteen, twenty-one, twenty-eight, and thirty-five are often dramatic, as are the experiences we accumulate along the way, both good and bad. Those experiences from each “season” in our lives shape our hearts, form templates, and influence our character and our behavior.

Identifying them is the key to understanding the root of our behavior. Take the time now to give yourself this gift. It may be one of the most important things you can do to discover the things that have held you back, and how you can be released to shift your heart, your thinking, and your behavior.

Create a grid on a piece of paper that looks like this one:

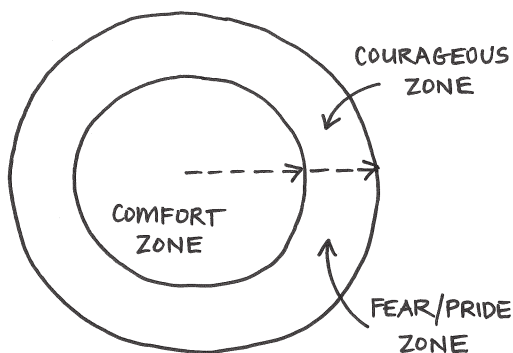


1. Above the line, write down one or two vivid, positive, joyful memories that pop up for you when you think about each season of your life at that age range. Who had a profound positive impact on your life? How? Make a note of the gold from those experiences that still lives in the core of your heart.
2. Next is the part that requires courage and humility. Take a moment to remember why you're doing this, and what it is you want your life, your relationships to be. Think about being enlightened, finding your authentic self, having insight for transformation. Now turn your mind and heart to the less positive experiences you remember in each season. What does each make you feel in your heart as you think about it? Is there a *lack of* or *attack on* your heart from the experience?

3. Now, based on what you've uncovered, what are some of the templates, above the line and below, that may be leading to your effective and ineffective patterns of behavior? What truths do you hold about how life works that could be helping you or limiting you? What "truths" might actually be lies you've told yourself for years? In looking at these experiences, when do you think you are triggered, and how?

4. Finally, look over all your notes. How are these voids, wounds, and gold, these triggers, templates, and truths shaping your life today? Write down what you are committed to stop living by, start living by, and continue living by to be your best self. Apply these daily until they become the authentic you.

Growing your character is about having the courage to expand your personal comfort zone within yourself. Staying in our comfort zone where we feel safe, secure, and in control can in fact be the deception of living in self-limiting fear and ego-driven pride.



EXERCISE: TAKE YOUR VOWS (AND LET GO!)

1. List a few promises or vows you have made to yourself. If you're struggling to come up with some, think about a time that you've said one of the following in relation to some aspect of or experience in your life:

"I will never ..."

"I will always ..."

"I promised myself ..."

"I hate ..."

"I must ..."

2. Now consider the following questions for each of them.

What was the vow actually doing for you? How was it protecting you or helping you prove yourself?

In what ways can that vow have limited your life or the choices you've made?

What positive promise can you replace it with that will help build your life?

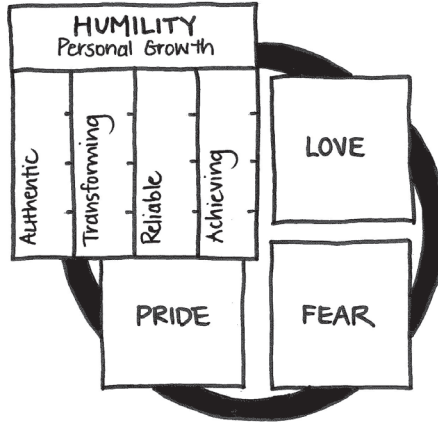
3. Not all our inner vows are obvious to us. Think back to a few decisions you've made over the past year or two, such as whether or not to take a job or pursue a relationship or take a trip. If you dig into that decision, can you find an inner vow that may have influenced it?

4. Now, taking your courage in your hands, ask yourself, "Who do I need to forgive?" and "What needs to happen for me to decide to let this go?"

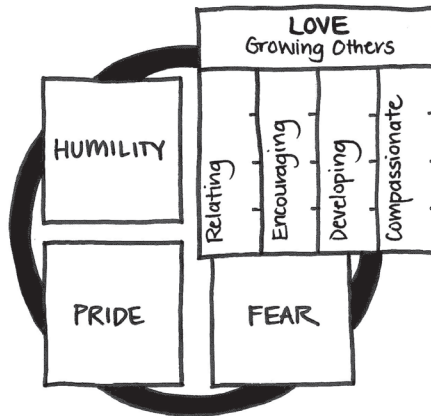


The 16 Common Behavior Styles

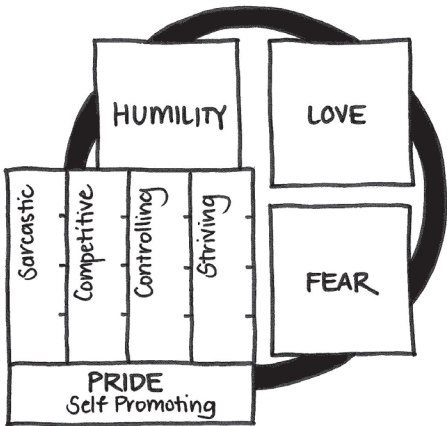
The Four Courageous Humility Behaviors



The Four Growth-Driven Love Behaviors

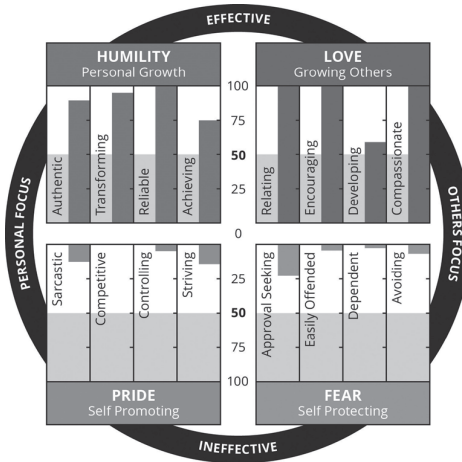


The Four Ego-Driven Pride Behaviors

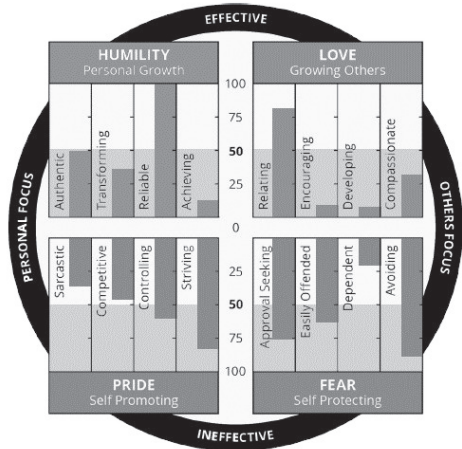


The Four Self-Limiting Fear Behaviors

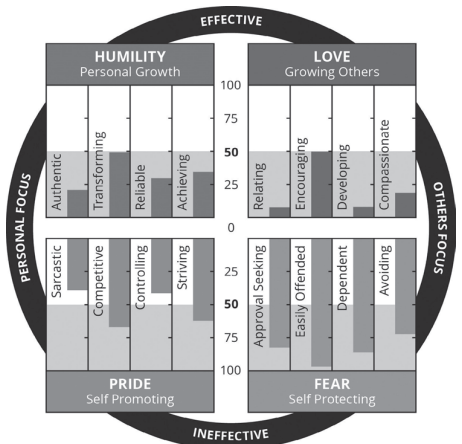




MORGAN'S BENCHMARK HEARTSTYLES INDICATOR (HSI)



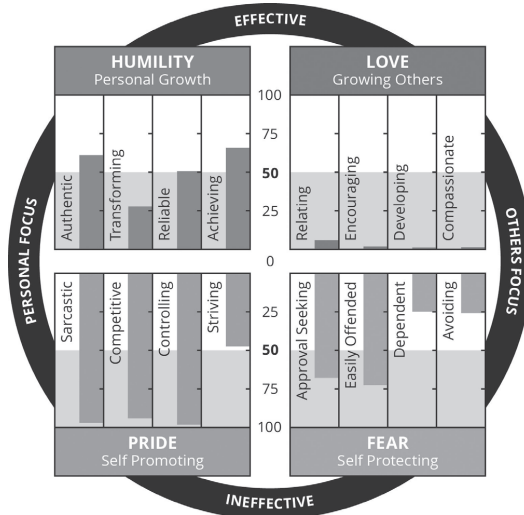
MORGAN'S SELF SCORE HEARTSTYLES INDICATOR (HSI)



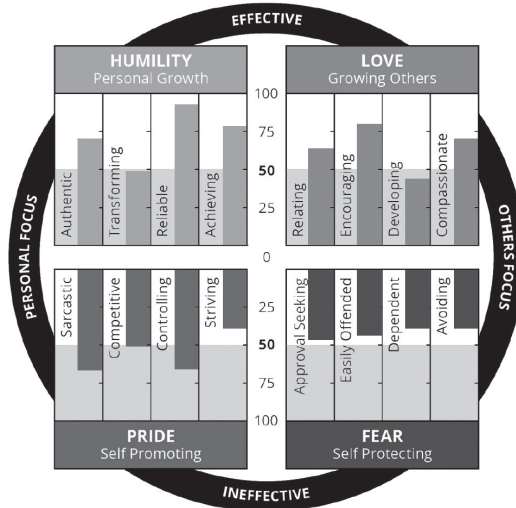
MORGAN'S OTHERS SCORE HEARTSTYLES INDICATOR (HSI)



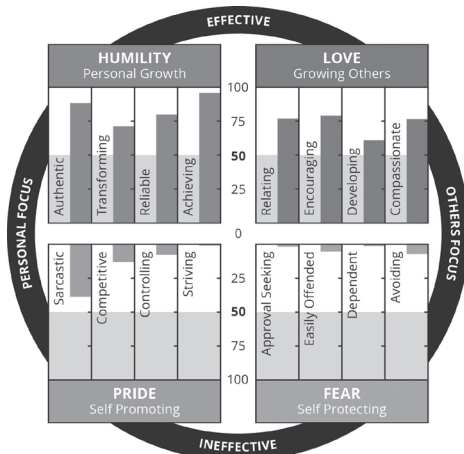
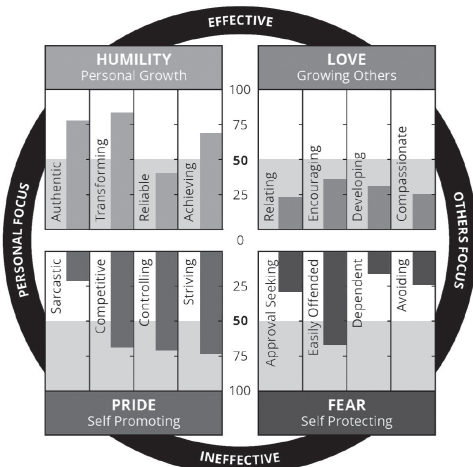
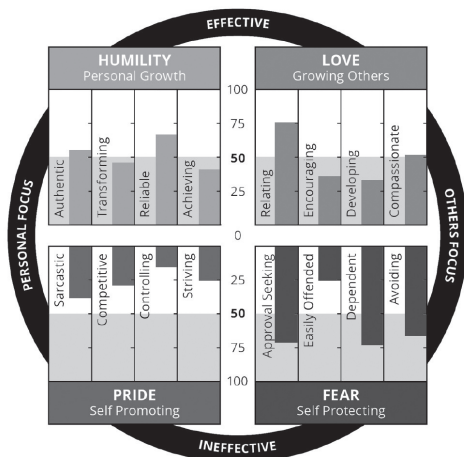
Spotting Behavior Patterns and Connecting the Dots



DARREN'S HSi (BY OTHERS)

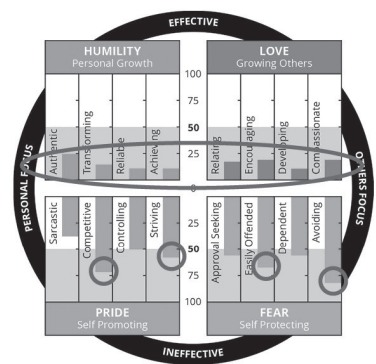


BETTINA'S HSi (BY OTHERS)

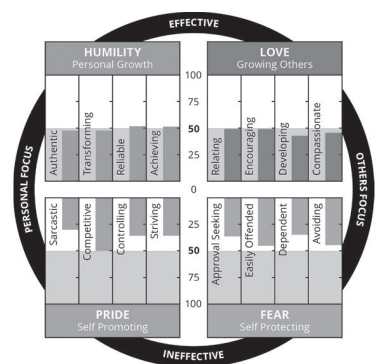


Current level of effectiveness at work

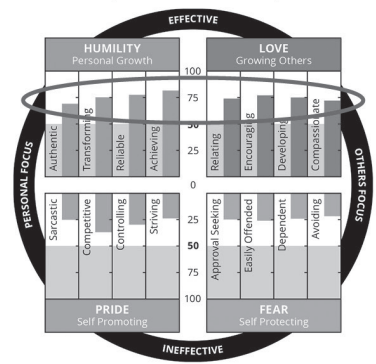
Respondents who scored
participants **very low to moderate**
(n=21117 : 17%)



Respondents who scored
participants **high**
(n=54332 : 45%)



Respondents who scored
participants **very high**
(n=45474 : 38%)





Trade Up! How to Resist Being Pulled Below the Line

EXERCISE: KNOW YOUR EARLY WARNING SYSTEM

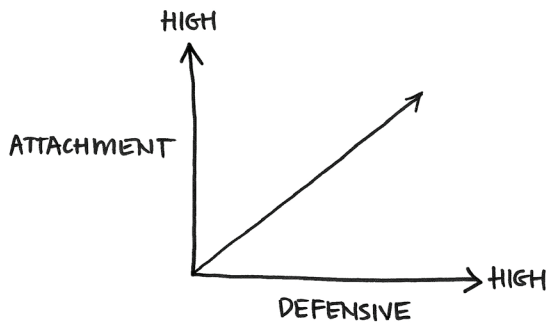
It can be difficult to recognize our unique early warning system—those physiological responses that are specific to each of us that can tell us we're being triggered. To help, we ask people to do an S+T=B deep dive into a recent moment when they know they were triggered because they resorted to a BTL coping strategy.

1. To do this, first think of a situation. Then, go deep by considering the following questions. What was the situation? See it in your mind. Focus on what was there, the surroundings, the colors, sounds (even smells if you can).
2. Who was there? What was said? What was the tone?
3. How did it make you feel?
4. Consider each part of your body: your hands and feet, your arms and legs, your core, your face and head. What was happening as your emotions began to get stirred up?
5. Identify how often this happens and in what sorts of situations.
6. Finally, can you identify how long you've been living like this? Ask yourself, "How old is that reaction?" (This can be a great limbic question to unlock some information for you.)

If you're feeling stuck, keep going deeper into the details of the scene. You may even begin to reexperience the emotions, and if you do, the physiological reactions will crop up. When they do, don't start rationalizing them away. Just feel the sensations and make a note of them. You can practice distancing yourself from the physiology and emotions if they get too strong by saying (out loud if you need to): *Oh, here are these [emotions] and [physical reactions]. They are just happening to me, they are not me. That was then and this is now. I'm going to breathe and turn my mind away from them now.*

The goal with this exercise isn't to relive or work through a triggering situation. It is simply to learn about how your body responds when you are triggered, from the very beginning, so that you're wiser and can see it coming, feel it coming, the next time. Learning to correlate our physiological reactions with templates can help us become more aware so we can better manage our responses.

One way we describe the difference between ATL and BTL behaviors is in terms of the difference between attachment and faith. ATL behaviors are grounded in faith in the product or service, faith in people, faith in the team, faith in supportive family and friends. BTL behaviors are defined by attachments* —to the perfect outcome, to our status, to being right, to the image we project to the world, to being respected, to gaining approval, to maintaining “artificial harmony.”

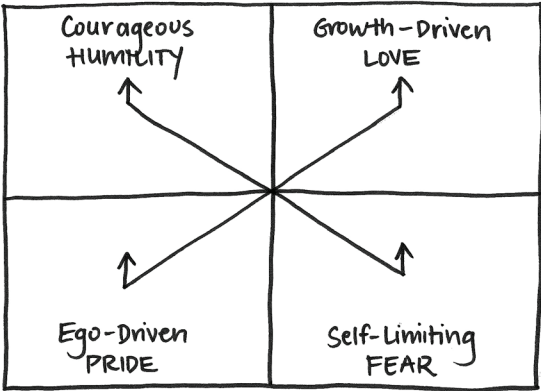


EXERCISE: PLAN YOUR CHARACTER

1. Identify upcoming trigger situations. Look ahead on your calendar and note any meetings, commitments, events, or interactions that may present triggers for you. Why do you think there is the potential to be triggered?
2. Identify potential BTL behavior you might encounter from others. What do you think is happening in their hearts and minds that could send them BTL? What is the positive intent within those behaviors?
3. Identify what templates might be triggered for you. How have those templates caused you to react or behave in the past in similar situations?
4. Trade up! How would you *like* to respond or behave instead to be more aligned with your personal values and to be more effective?
5. Swap your templates: What more effective template—one formed from *positive* experiences and the gold at the core of your heart—could you commit to use in the situation?

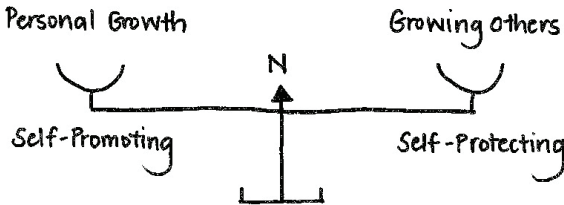
Brian, and every other person we’ve written about in this book, shifted their behavior by shifting their heart attitude.

Growth-driven love overcomes ego-driven pride. Courageous humility overcomes self-limiting fear. We call this the X factor: we often see people who score high in growth-driven love score lower in ego-driven pride, and people who score high in courageous humility score lower in self-limiting fear.



In a set of scales, if one side is heavily loaded, it tips down—it’s the same with the Heartstyles quadrants. One of the biggest challenges we see when leaders learn Heartstyles is they can think it’s all about *overly nice* “tree hugging,” and they forget about achieving results. The scales can become uneven, out of balance, and thus ineffective. If there are *high* growing others scores and *low* personal growth scores, the scales will tip *down* and the behavior *will look and feel like* self-protecting (*too passive, too nice*), and results will suffer. Likewise, if there are *high* personal growth scores and *low* growing others scores, the scales will tip *down* and the behavior will *look and feel like* self-promoting (*too aggressive, too me instead of we*), and culture will suffer. True north is a *balance of both* the above the line quadrants on the scales.

THE SCALES



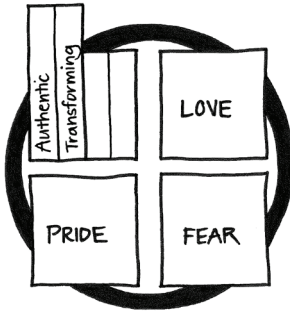
EXERCISE: BEHAVIOR DEBRIEF

S: What was the situation? What about the situation was similar to others in which I have behaved the same way?

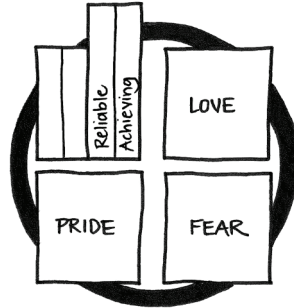
B: What was my behavior? Was the outcome effective or ineffective?

T: What was happening for me? What triggered me? What template was in play? Was I attached to an outcome or aspect of the situation? Where was my heart?

Conclusion: What is *one thing* I can do differently next time? How can I implement that—what's my *first step*?



AUTHENTIC AND TRANSFORMING



RELIABLE AND ACHIEVING



RELATING AND ENCOURAGING



DEVELOPING AND COMPASSIONATE



Connecting with Others— Relating and Encouraging

Approval Seeking Is the “Evil Twin” of Relating!

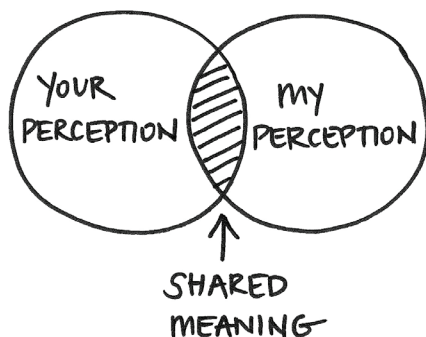
When We're Approval Seeking	When We're Relating
We do things for the approval of others, and get disappointed when others don't show an expected level of appreciation.	We get along well with others and are friendly and approachable, without being needy.
We are a people-pleaser.	We are a people-connector.
We can't say no because our need to be approved of by others is greater than our ability to set appropriate boundaries.	We are able to set appropriate boundaries with others and explain why.
We connect with others with the hidden intent of seeking their validation and affirmation—we need to be liked by everyone.	We connect with people by being interested in other people's information and interesting to others in conversation. We like to be liked and like others, but we don't need to be liked.
We are too fearful to disagree with a point of view; thus we end up agreeing with everything, or saying nothing so we don't get disapproval.	We are prepared to politely disagree with a point of view.
We spend an inordinate amount of time feeling we are being judged, so we spend lots of time thinking about what others think of us and rehearsing conversations in our head prior to interacting with others.	We have genuine confidence within, so we are not concerned about what others (may) think about us. We realize others may not even think about us, and that's fine!
We want to be associated with other people who are famous/interesting/important—even vicariously associated with them to “bask in the reflected glory”—we need admiration to build our self-worth and self-esteem.	We accept people for who they are as a person, not because of who they are socially or what they do professionally.
We behave like those around us to fit in and be accepted. We have over-emphasis in our voice tone, adjectives, and body language without the self-awareness that our behavior is extreme—we need attention and praise.	We behave in ways congruent to our personal values and we appropriately respect other people's values.



Growing with Others— Developing and Compassionate

COACH	
CONNECT	<p>Focus on the person and the relationship you have, connecting with what you want for them, with love and respect. Finding an MOT and ETA for this session will help create a safe environment.</p> <ul style="list-style-type: none"> · Can we have a chat/can I please give you some feedback? I've been noticing a few things where I think I can help you—can we talk about it? · Let's go through your IDP (Individual Development Plan). · Let's go through your Heartstyles PDG.
OPEN UP	<p>Ask questions to seek to understand the other's perspective, and gather the facts on a situation. Remember to see <i>past the behavior</i> to the heart of the matter.</p> <ul style="list-style-type: none"> · What would you like to get out of today? · What is happening for you right now, what is your perception of . . . please help me understand/I'm curious about understanding more about the context surrounding [this situation]? · What situations or triggers cause you to . . . ? (explore ATL and BTL) · If coaching with the HSi Personal Development Guide: What surprised you, what do you agree with, what do you disagree with . . . ?
ADD VALUE	<p>Give your perception, being truthful, authentic, factual, and compassionate.</p> <ul style="list-style-type: none"> · I may be completely off the mark/this is only my perception, this is how I see it . . . When [xyz] happens I've noticed . . . It makes me feel . . . It makes others feel . . . The team perceives it as . . . It makes the team feel . . . The impact on the customer is . . . · It seems to me . . . Could this be true for you; is this the truth or your truth? · Are you exhausted, tired, frustrated, drained/what is this costing you?

CHECK UNDERSTANDING	<p>Find the shared meaning or where you are in unity.</p> <ul style="list-style-type: none"> · What have you understood and heard . . . ? · What I have understood and heard is . . . · Where do you see we have shared meaning?
HEAD FORWARD	<p>Together, decide on how to move forward with specific actions and support.</p> <ul style="list-style-type: none"> · Based on what we have discussed, let's work our solutions together/what ideas do you have/what could you stop, start, and continue doing/what would you do if you were in my situation/how could you achieve the same result in an ATL way? · How can I help you move forward/what support do you need from others to succeed? Perhaps you could consider . . . · If necessary, you as the coach, make suggestions/solutions for their development, being clear. · How will you/we measure your success/what would you like me to hold you accountable for and follow up on with you?

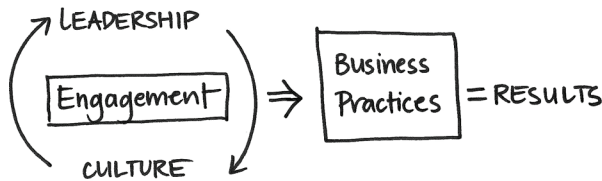


	Three actions I can take to increase my effectiveness in:	Are any triggers, templates, or truths blocking me in this area?
CH7 - KNOW WHO I AM	1. 2. 3.	Trigger/s: Template/s or: Truth/s:
CH8 - KNOW WHERE I'M GOING	1. 2. 3.	Trigger/s: Template/s or: Truth/s:
CH9 - CONNECTING WITH OTHERS	1. 2. 3.	Trigger/s: Template/s or: Truth/s:
CH10 - GROWING WITH OTHERS	1. 2. 3.	Trigger/s: Template/s or: Truth/s:

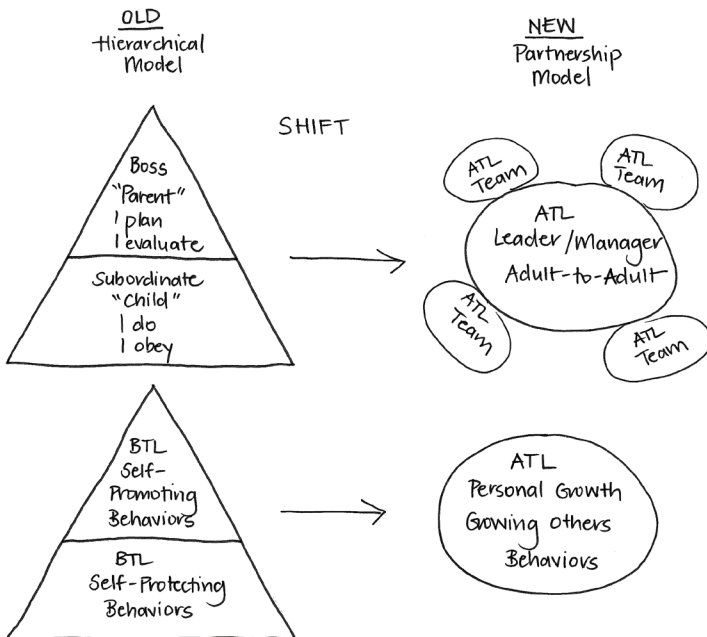


Building Above the Line Work Culture

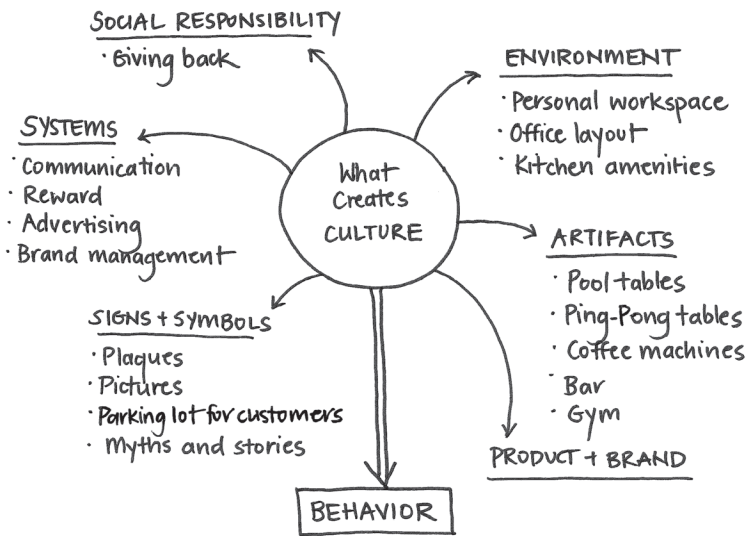
Hugh knew that to get the results, he and his people needed to revise all the business practices—from product, service, decor, menu, systems, and the employee experience process. He knew he needed total engagement from his people, and the way to create that was through great leadership and great culture, so that is where he started.



For our grandparents, a good workplace culture might have been a place where a team of people silently got on with their jobs, completed tasks, obeyed rules, and clocked off at their assigned time. Old-style leadership was based on a *hierarchy of pride and fear*. In the world we live in today, though, value is placed on a *partnership of humility and love*.



What Creates Culture?



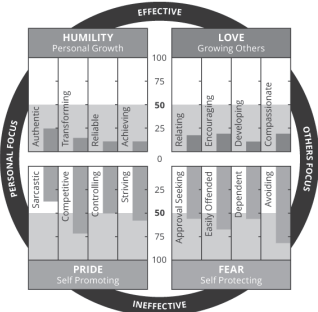
Measure to Manage

If you measure it, you can manage it—or to take that one step further, what gets measured in business gets managed. To measure “what it looks like,” the outcomes of the business—from financials to engagement—are obviously important. To also measure “where it comes from,” the behaviors of culture are equally important—measuring the *heart* of the culture. When people complete the Heartstyles survey (in chapter 4 we explain how to do that online for free), they are asked seventy-five questions to get the Indicator results, and then eight further questions regarding outcomes. All the results are shown in the participant’s PDG (Personal Development Guide). The respondent’s data can be aggregated to see if there is a correlation between ATL and BTL behavior and the eight outcome questions (based on the participant’s perceptions). Following is an example of four of those outcomes:

1. Effectiveness at work
2. Personal development
3. Relationships
4. Time management effectiveness

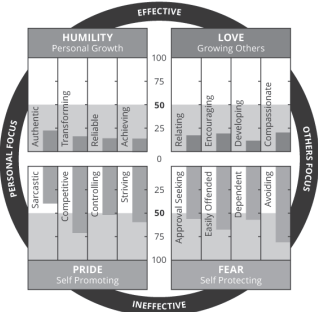
Current level of effectiveness at work

Respondents who scored participants **very low to moderate**
(n=21117 : 17%)

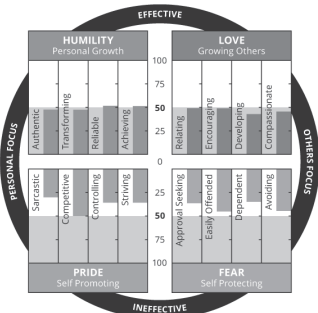


Current level of personal effectiveness

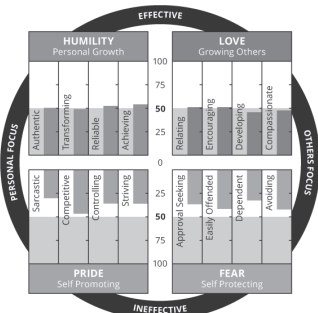
Respondents who scored participants **very low to moderate**
(n=22858 : 19%)



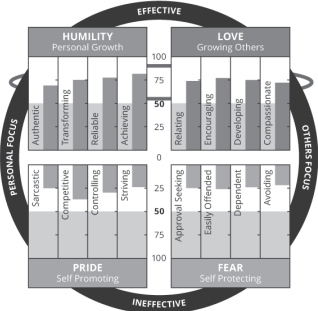
Respondents who scored participants **high**
(n=54332 : 45%)



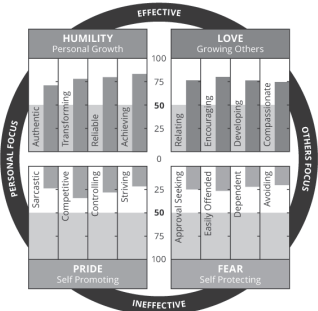
Respondents who scored participants **high**
(n=61254 : 51%)



Respondents who scored participants **very high**
(n=45474 : 38%)

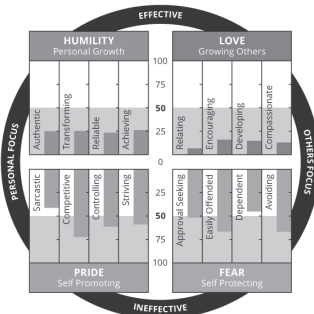


Respondents who scored participants **very high**
(n=36811 : 30%)



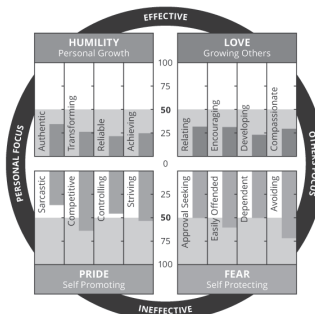
Current level of quality of relationships

Respondents who scored
participants **very low to moderate**
(n=26525 : 22%)

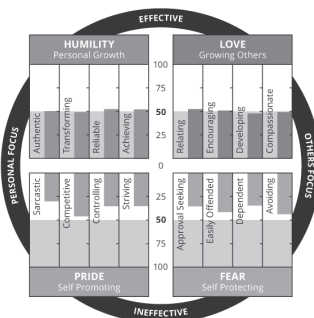


Current level of time management effectiveness

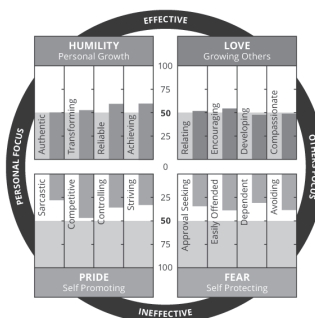
Respondents who scored
participants **very low to moderate**
(n=34964 : 29%)



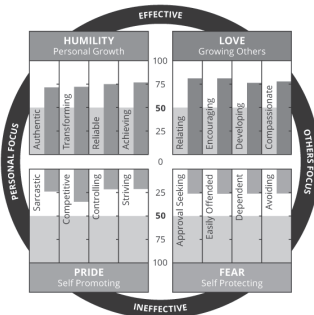
Respondents who scored
participants **high**
(n=54845 : 45%)



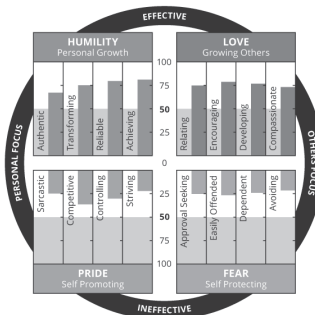
Respondents who scored
participants **high**
(n=51061 : 42%)



Respondents who scored
participants **very high**
(n=39553 : 33%)

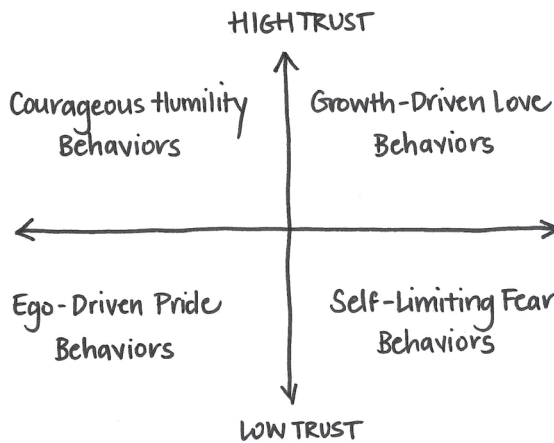


Respondents who scored
participants **very high**
(n=34898 : 29%)



The above examples consistently show that when there are high levels of ATL behavior there are very high levels of outcomes. Conversely, high levels of BTL behavior are linked to low to moderate levels of outcomes.

It's as predictable as gravity: where there is low trust, people will self-protect and self-promote, and this is how we end up with a BTL culture. The politics of corporate life manifest and drive culture, and training programs alone can't and don't overcome those influences. When there is a shift to ATL behaviors, trust grows, and when trust grows, there is a shift in ATL behaviors. The vital element is *consistency*, the kind of *sustainable* trust that creates ownership and commitment (as seen in Hugh's story).





Appendix



When you see an asterisk * in the text of this book, this means that you can access additional material through the QR code below. Once on this web page you can easily navigate to find what you are looking for.



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