



# The Capital-L Leader

MENTAL HEALTH LEADERSHIP FOR MODERN  
FRONTLINE PROFESSIONALS

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BRIAN KNOWLER, BA, JD - FOUNDER,  
BALANCE LEADERSHIP TRAINING AND CONSULTING

*“Leaders of the 21<sup>st</sup> century who wish to truly succeed at giving their best to those they lead need to be ready and willing to learn and practice the skills that will let them successfully understand, process, and champion mental health issues impacting their teams.”*

- BRIAN KNOWLER

# What is the Impact?

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Frontline professionals are consistently exposed to hazards inherent in our occupations that few other fields experience:

- constant direct or indirect exposure to negative situations and emotions
- highly emotional circumstances
- heavy caseloads
- decision making in crisis situations
- media and public scrutiny
- psychological cost – burnout, compassion fatigue

# What is the Impact? (COVID)

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Since the beginning of the COVID pandemic, most professional roles have changed in multiple ways

- increased concerns about personal health due to unknown factors of COVID
- rapid relocation to working remotely / from home
- loss of in-person support network
- increased anger and frustration from clientele
- distance leadership – how are you checking on your teams?
- blurring of lines between home and work, increasing difficulty of self-care
- return to work issues – what supports are in place?
- uncertainty due to constantly changing status of COVID

The Solution... LEADERSHIP

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# What is CAPITAL-L Leadership?

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- C ommunication
- A wareness of Self
- P erspective
- I sland (No One is One)
- T eam is the Foundation
- A dmit Mistakes
- L ive Out Loud
- L eave a Trail

# Communication

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“We have two ears and one tongue so that we would listen more and talk less.” – Diogenes

“When people talk, listen completely. Most people never listen.” – Hemingway

“Whatever words we utter should be chosen with care, for people will hear them and be influenced by them for good or ill.” – Buddha

“Sometimes the most important conversations are the most difficult to engage in.” – Jeanne Phillips (Dear Abby)

# Awareness of Yourself

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“If your compassion does not include yourself, it is incomplete.” – Jack Kornfield

“When the well’s dry, we know the worth of water.” – Benjamin Franklin

“Love those close to you. Failure of your company is not failure in life. Failure in your relationships is.” – Evan Williams (co-founder of Twitter)

“You know, all that really matters is that the people you love are happy and healthy. Everything else is just sprinkles on the sundae.” – Paul Walker



# Perspective

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“I may not have gone where I intended to go, but I think I’ve ended up where I needed to be.” – Douglas Adams

“One should examine oneself for a very long time before thinking of condemning others.” – Moliere

“No power can be maintained when it is only represented by hypocrites.” – Nietzsche

“Part of the happiness of life consists not in fighting battles, but in avoiding them. A masterly retreat is in itself a victory.” – Norman Vincent Peale

# Island (No One is One)

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“No man is an island, entire of itself; every man is a piece of the continent, a part of the main...” – John Donne

“No man will make a great leader who wants to do it all himself, or to get all the credit for doing it.” – Andrew Carnegie

“Surround yourself with good people. People who are going to be honest with you and look out for your best interests.” – Derek Jeter

“There’s a thin line between being a hero and being a memory.” – Optimus Prime

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” – Jack Welch

# The Team is the Foundation

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“When you’re part of a team, you stand up for your teammates. Your loyalty is to them. You protect them through good and bad, because they’d do the same for you.” – Yogi Berra

“*Molon labe* (Come and take them)” – Leonidas to the Persians

“The day soldiers stop bringing you their problems is the day you stopped leading them. They have either lost confidence that you can help them or concluded that you don’t care. Either case is a failure of leadership.” – Colin Powell

# Admit Mistakes

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“Mistakes are portals of discovery.” – James Joyce

“Mistakes are always forgivable, if one has the courage to admit them.” –  
Bruce Lee

“Any man can make mistakes, but only an idiot persists in his error.” –  
Cicero

“I learn from my mistakes. It’s a very painful way to learn, but without pain,  
the old saying is, there’s no gain.” – Johnny Cash

# Live Out Loud

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“Dream up the kind of world you want to live in. Dream out loud.” – Bono

“The risk of a wrong decision is preferable to the terror of indecision.” – Maimonides

“Be the flame, not the moth.” – Casanova

“The opportunity is often lost by deliberating.” – Publilius Syrus

“When you walk up to opportunity’s door, don’t knock on it. Kick that bitch in, smile, and introduce yourself.” – Dwayne ‘The Rock’ Johnson

# Leave a Trail

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“If the path before you is clear, you’re probably on someone else’s path.”  
– Joseph Campbell

“You can never cross the ocean unless you have the courage to lose sight of the shore.” – Christopher Columbus

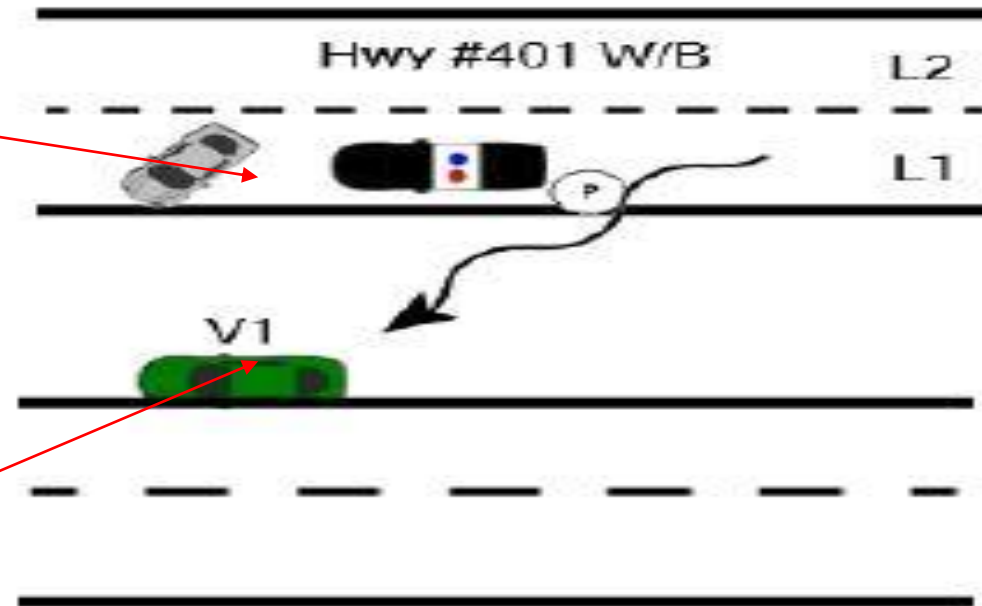
“A man who wants to lead the orchestra must turn his back on the crowd.” - Max Lucado

“If you have no time to rest, it’s exactly the right time.” – Mark Twain

February 7, 2018

Highway 401 Westbound

Chatham-Kent, Ontario



February 7, 2018

Highway 401 Westbound

Chatham-Kent, Ontario

## Chatham-Kent OPP officer injured by out-of-control vehicle on Highway 401

49-year-old man from New Hamburg, Ont. charged with careless driving

CBC News · Posted: Feb 07, 2018 8:45 PM ET | Last Updated: February 7

## OPP Officer Struck By Vehicle

BY **KIRK DICKINSON** FEBRUARY 7, 2018 8:16PM @KDickinsonNews

A provincial police officer had to be taken to hospital after being struck by a vehicle on Hwy. 401 in Chatham.



## OPP OFFICER TAKEN TO HOSPITAL WITH MINOR INJURIES AFTER BEING HIT ON HWY 401



GORD BACON  
Wednesday, February 7th 2018 - 8:55 pm

## Chatham-Kent OPP officer struck on Highway 401

A Chatham-Kent OPP officer suffered minor injuries after being struck by an out-of-control vehicle on Highway 401 Wednesday morning.

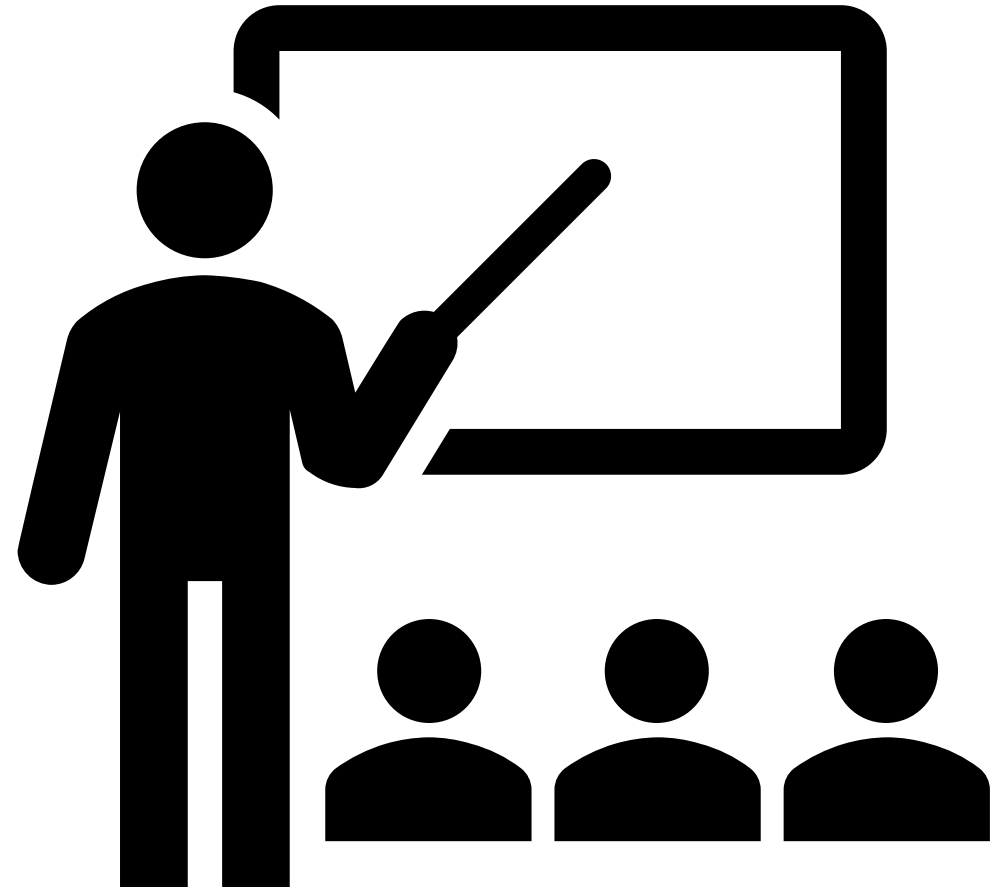


CHRIS THOMPSON, WINDSOR STAR

Published on: February 7, 2018 | Last Updated: February 7, 2018 10:50 PM EST



# Lessons Learned



# Lessons Learned - COVID

All of these tools have become even more pertinent and necessary since start of the pandemic:

-Communication – your people need to know what is happening and that they are not alone during this time of crisis and uncertainty

-Self-Awareness – you must be conscious of your own limitations, fears, needs, and goals to weather crisis as well as the differences between your professional role and your personal role

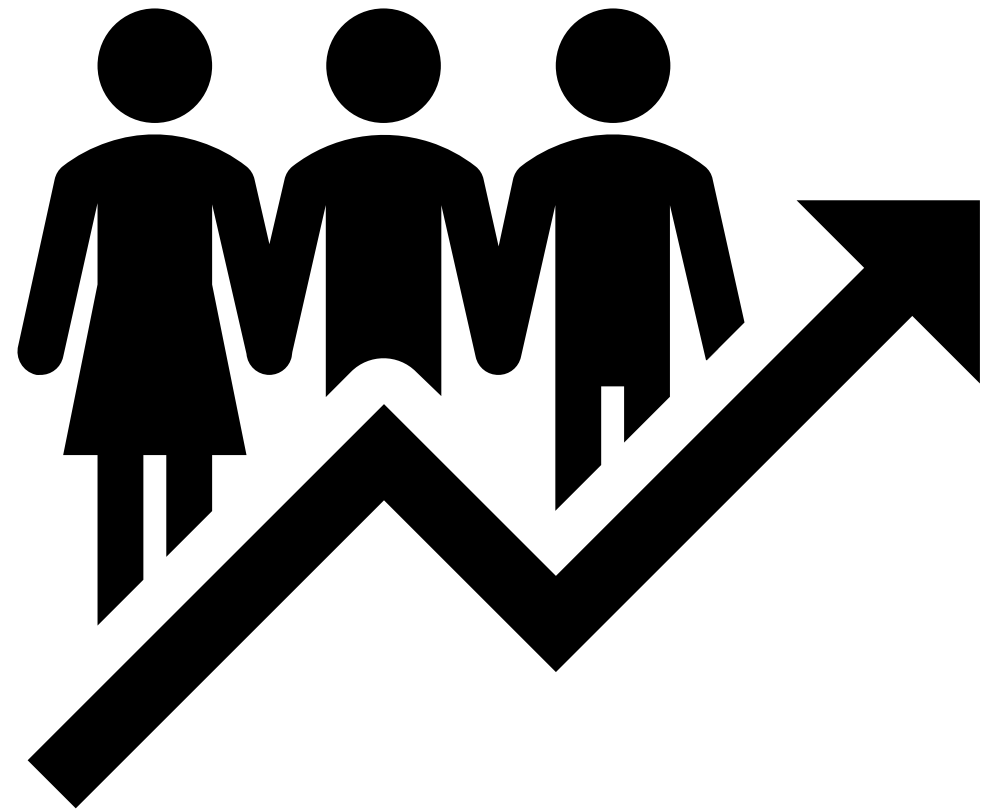
-Perspective – important to consider the myriad of things going on – people working from home vs still in the office, is your team returning to a safe environment, what changes have been made to routines that will have to be considered

-Being an Island / Team Foundation – important more than ever that you realize no one person can do everything needed – have to rely on other team and family members

-Admit Mistakes – COVID has been a completely new and uncharted situation and no one has made all the right moves, from PM and Premier down – the key is to learn and not repeat as cycles continue

-Live Out Loud / Leave A Trail – because of being uncharted, have had some amazing experiences happen – community events and support, new understanding of frontline personnel and their challenges, and opportunities for growth from the chaos

# Post-Crisis Growth





# Balance Leadership Training and Consulting

CREATING CONNECTIONS BETWEEN  
MENTAL HEALTH AND LEADERSHIP

OFFERING TRAINING PROGRAMS IN:

OPERATIONAL STRESS INJURY AWARENESS

LESSONS FROM MY JOURNEY THROUGH  
TRAUMA

LESSONS LEARNED AS SPOUSES FROM  
TRAUMA

PRIVATE LEADERSHIP COACHING

# CAPITAL-L Leadership Training

MULTI-DAY, FULL-DAY, OR HALF-DAY TRAINING

EXPANDS ON TOOLS WE DISCUSSED TODAY

GREAT FOR ENHANCING CURRENT LEADERSHIP OR  
BUILDING NEW LEADERS

PROGRAM MAY BE ELIGIBLE FOR CONTINUING  
EDUCATION CREDITS

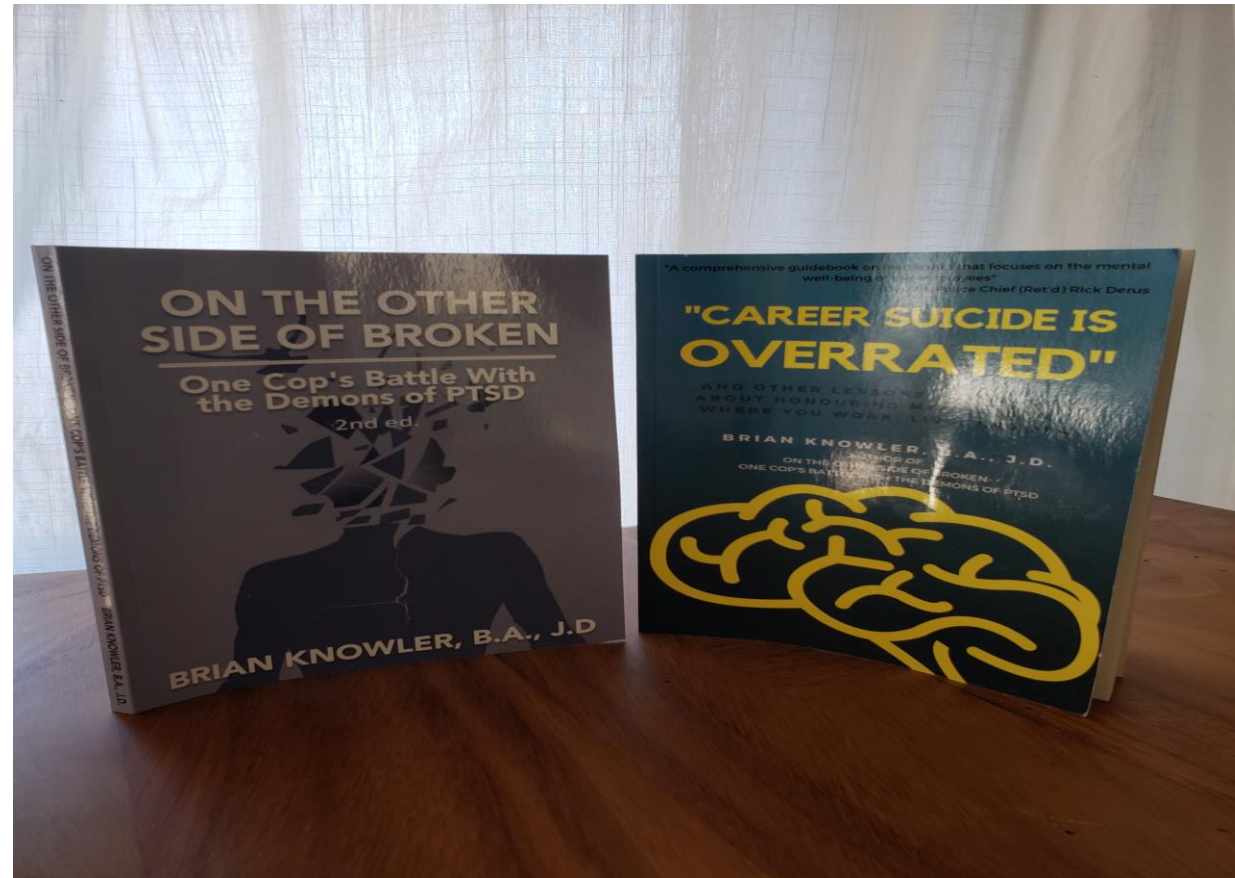
AWARD-WINNING PROGRAMMING AND INSTRUCTION

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# My Books

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# Something For Your Toolkit

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Please visit [knowlerconsulting.com](http://knowlerconsulting.com)

Click on OMSSA in the menu

Use the password 'municipal'

Enjoy the Capital L Leadership primer and book previews!

# Teddy Roosevelt

26<sup>th</sup> President of the  
United States, author,  
explorer, soldier,  
naturalist

“The Man in the Arena”

“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.”



# Contact Information

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