



Crisis Management: The Risk of Emotions

How Managing Emotions Can Make or Break Your Resilience



Agenda



INTRODUCTION

LOOKING BACK>

LOOKING NOW>

CASE IN POINT 1>

CASE IN POINT 2>

CASE IN POINT 3>

NOW WHAT?

BREAKING THE “I”s

CRISIS MANAGEMENT, A HUMAN THING

ANATOMY OF A CRISIS *(from an emotions standpoint)*

ONSET OF THE PANDEMIC - CIVIL AVIATION SERVICE PROVIDER (CANADA)

SUNSET OF THE PANDEMIC – HOUSING AND MORTGAGE SERVICE PROVIDER

UKRAINE-RUSSIA WAR INSIDE A GLOBAL TECH COMPANY

WHY ALL THIS MATTERS



Introduction > Breaking the “I”s



Disney · PIXAR

PERSONAL TOUCH



WHY ?

LESSONS LEARNED FROM “INSIDE OUT”

1- HAPPINESS IS UNIQUE TO EACH ...

2- EMOTIONS CANNOT BE FORCED ...

3- BOTH NEGATIVE AND POSITIVE
EMOTIONS ARE NEEDED FOR HEALTHY
BALANCE ...

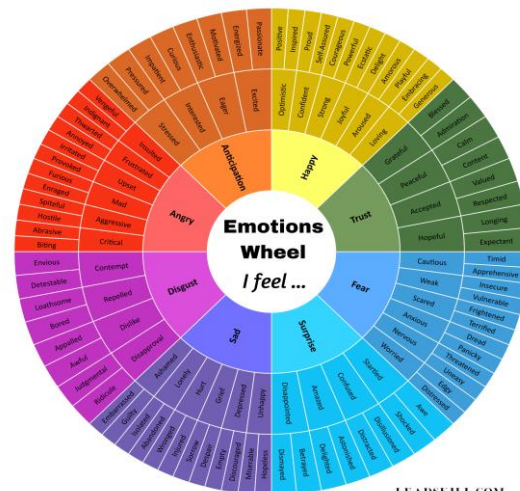
4- “EMOTIONAL SUPPRESSION” IS NOT A
VIABLE SOLUTION ...

(ZAKRZEWSKI, MARSH, 2014)

Looking Back > Crisis Management, a Human Thing

Crisis as managed by humans. Therefore, understanding and navigating emotions is just as crucial as strategic planning and execution.

- 1 EMOTION** *The feelings we experience in response to the outside world*
- 2 CRISIS** *A difficult situation that requires immediate action*
- 3 EMOTIONAL INTELLIGENCE** *Be able to understand and manage both your own emotions and the emotions of others*



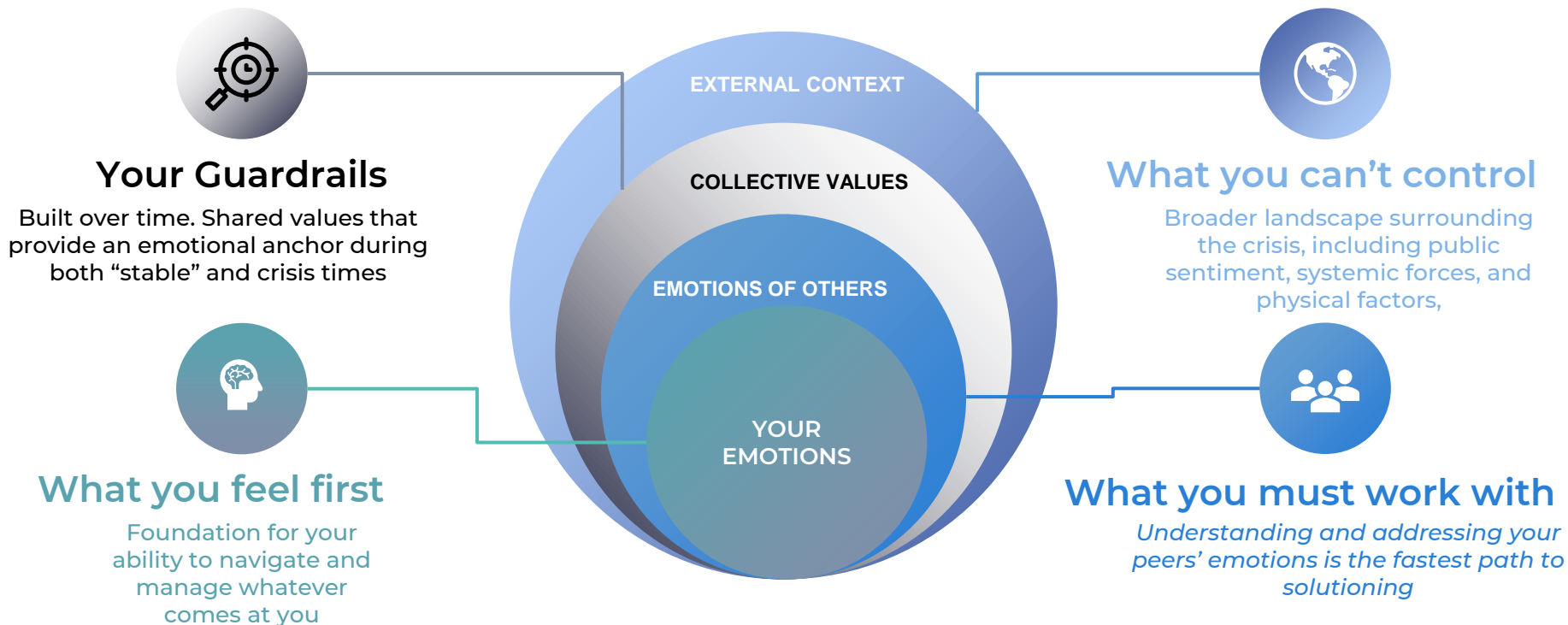
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EMOTIONAL REGULATION VS. SYSTEM RESILIENCE



Looking Now > Anatomy of a Crisis (from an emotional standpoint)

“How we feel impacts how we perform”



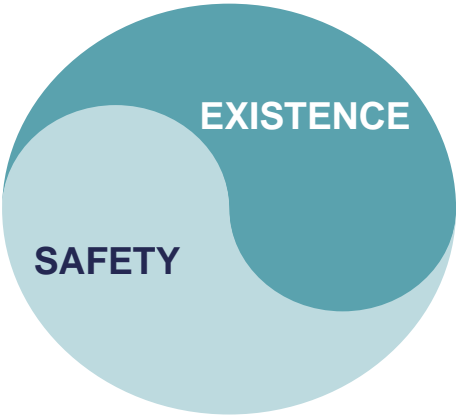
Case in Point 1 > The Onset of the Pandemic – Civil Aviation Service Provider



ZOOM ON CRISIS

- TIMELINE:** H1 2020 >>
- DESCRIPTION:** Interruption of most civil aviation traffic in Canada. Leading to loss of revenues and jobs
- STAKEHOLDERS:** Executive Committee + Middle Management + Staff (Unionized)
- LESSON LEARNED:** Some emotions are more costly than others

KEY ENTERPRISE RISKS AT PLAY



vs.

EMOTIONS AT PLAY



Credit: Sandy Millin



Case in Point 2 > Sunset of the Pandemic – Housing and Mortgage Service Provider



ZOOM ON CRISIS

TIMELINE:

H1 2021 >>

DESCRIPTION:

Spike in House Prices and gradual recovery marked by uneven growth, structural changes

STAKEHOLDERS:

Leadership + Staff (government workers)+ Canadian Public

LESSON LEARNED:

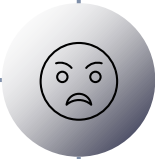
Listening is a critical step. Skipping it will bring you back to square one. Or worse...

Immediate Response



Strong government backing (Crown) and existing playbooks and tabletop programs enabled very good response aligned with Risk Appetite

In May 2020, George Floyd is murdered. Flow of emotions provoked hasty response that triggered other emotions



Crisis within a Crisis

From Model to Failure



Affordability is now at an all-time low in Canada. Consensus is that the wrong emotions were channeled to the wrong outcomes. Action bias

Case in Point 3 > Ukraine-Russia War inside a Tech company



ZOOM ON CRISIS

TIMELINE:

H1 2022 >>

DESCRIPTION:

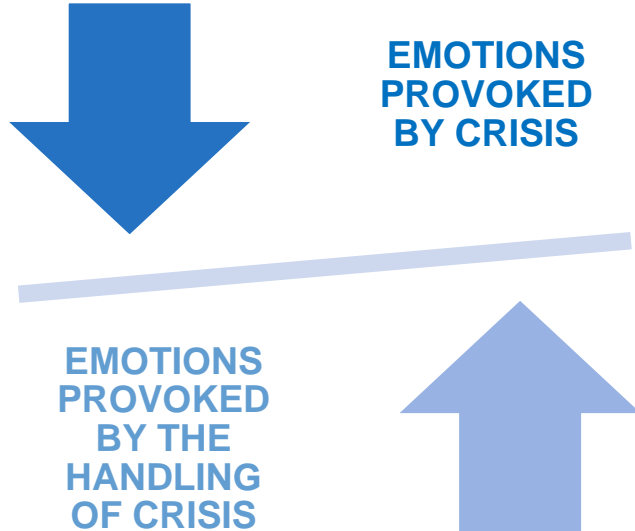
Federation of Russia attacked Ukraine, where most of the front-line technology staff was located.

STAKEHOLDERS:

Executive Leadership + Front Line Managers + Front Line Staff

LESSON LEARNED:

Composure is a great skill to build.



Now What ? > Why all of this Matters

Managing emotions is a unique opportunity to build a strong, resilient skillset that can make all the difference

1. **There is no one-size-fits-all.** But emotional self-regulation is a no-regret move
2. **Emotions are unique to each individual.** If you avoid assuming that others feel what you feel, you are already halfway there.
3. **Every system seeks its balance.** The strategy may be to manage the crisis but leave a few thoughts for the after-crisis.



WANT TO DISCUSS “RISK OF EMOTIONS” FURTHER ?

Please feel free to reach out to me at aennamli@generalbank.ca for industry, career or general discussions.

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