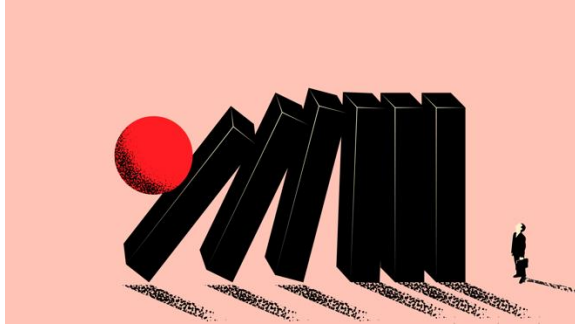


# NAVIGATING CRISES



# What's a crisis?



BROADLY PREDICTABLE



OLD AS HUMANKIND



OUR CHANGING WORLD

# Human Factor

## NAVIGATING CRISES WITH PEOPLE IN MIND

- **Crisis is Personal:** Behind every crisis are people—employees, customers, and stakeholders—whose concerns and emotions must be managed with empathy.
- **Leadership Starts with Listening:** Effective crisis management begins with understanding the people involved, ensuring open communication, and addressing the right issues with the right tone.
- **Decisions Affect Lives:** Every decision the board makes has a direct impact on individuals, and managing a crisis means keeping human outcomes at the forefront.
- **Rebuild Trust, Not Just Strategy:** Trust can be lost in a crisis if the human element is neglected. Successful crisis navigation is as much about relationships as it is about solutions.



# How do you prepare?

## PLAN

**It is always in the planning.**

- Establish a clear crisis response framework and protocols before you think you "need to."

## COLLABORATE

**None of us is smarter than all of us.**

- Designate a cross-functional crisis response team, including board members, senior leadership and trusted advisors.

## ACT

**Speed wins the day.**

- Respond quickly and decisively to contain the crisis—don't let the "perfect" be the enemy of the "good."

## MITIGATE

**Marketing rules don't apply.**

- Identify and address risks to minimize long-term damage.

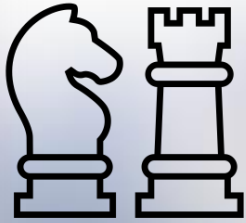
"Whether a private or public company, a not-for-profit, a Crown corporation or government agency, every enterprise will face a crisis sooner or later. When that crisis hits, the organization's ability to side-step disaster will be determined by the effectiveness of its response.

**The reputation, skills, commitment and judgment of its management and board of directors, along with the quality of support by their advisors, are crucial."**

*-Osler, Hoskin & Harcourt LLP, 2016*



# A Board's Critical Role in Crisis



PROVIDE  
STRATEGIC  
OVERSIGHT



ENSURE  
ACCOUNTABILITY



MONITOR  
AND MITIGATE  
RISKS



SUPPORT  
LEADERSHIP



SAFEGUARD  
REPUTATION





# Contact

**Jason Hatcher**

Managing Principal

[jhatcher@navltd.com](mailto:jhatcher@navltd.com)

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