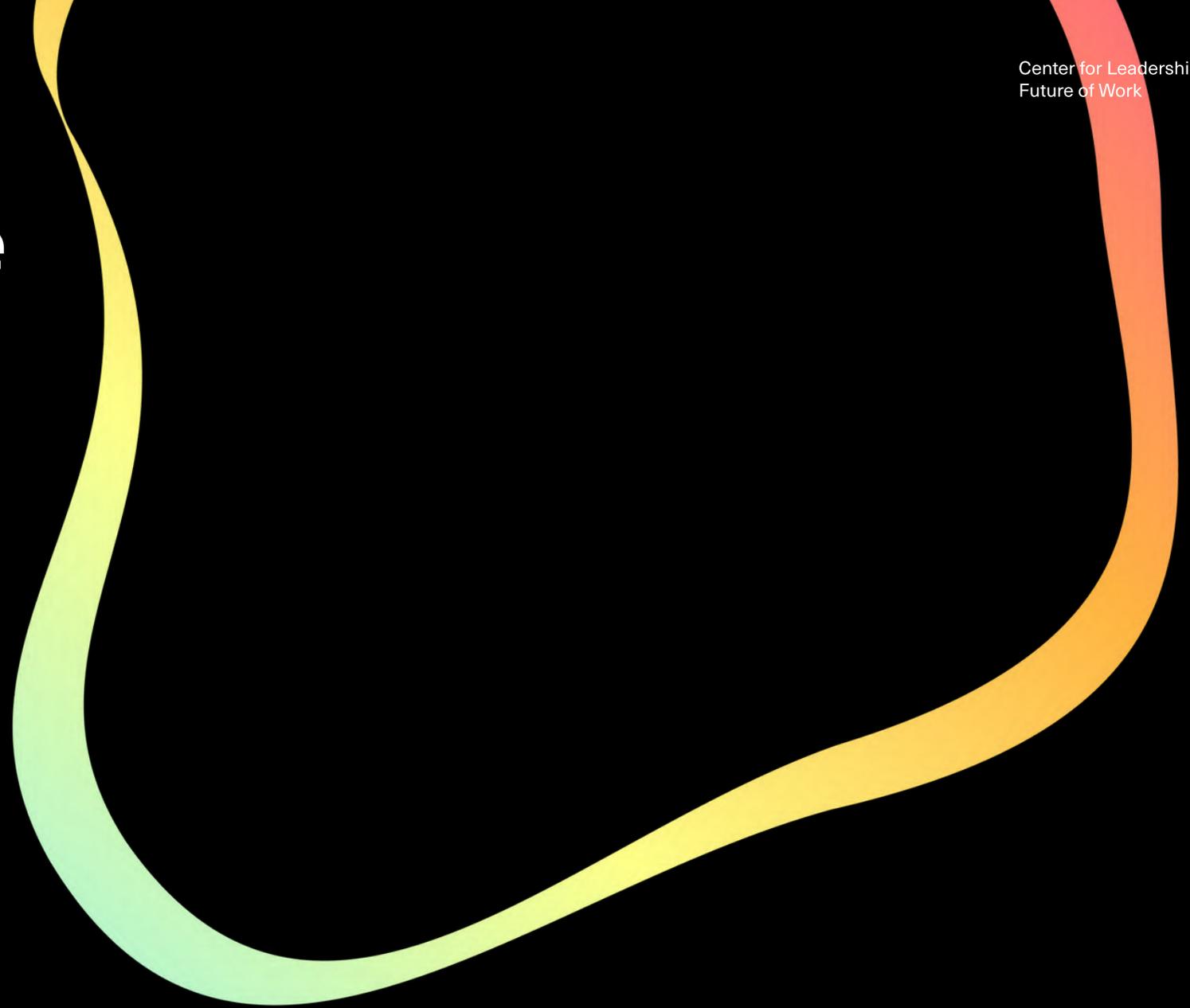
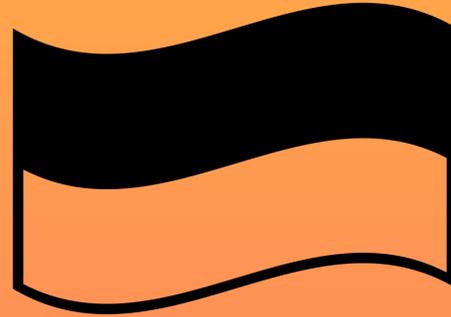
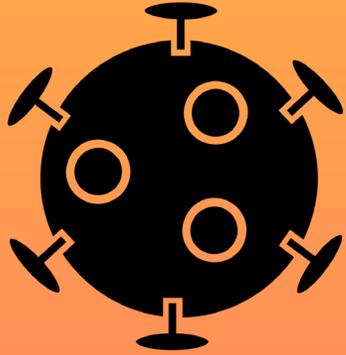


How Being More **Human** Helps Leaders in Crisis

Prof. Dr. Lauren Howe
University of Zurich

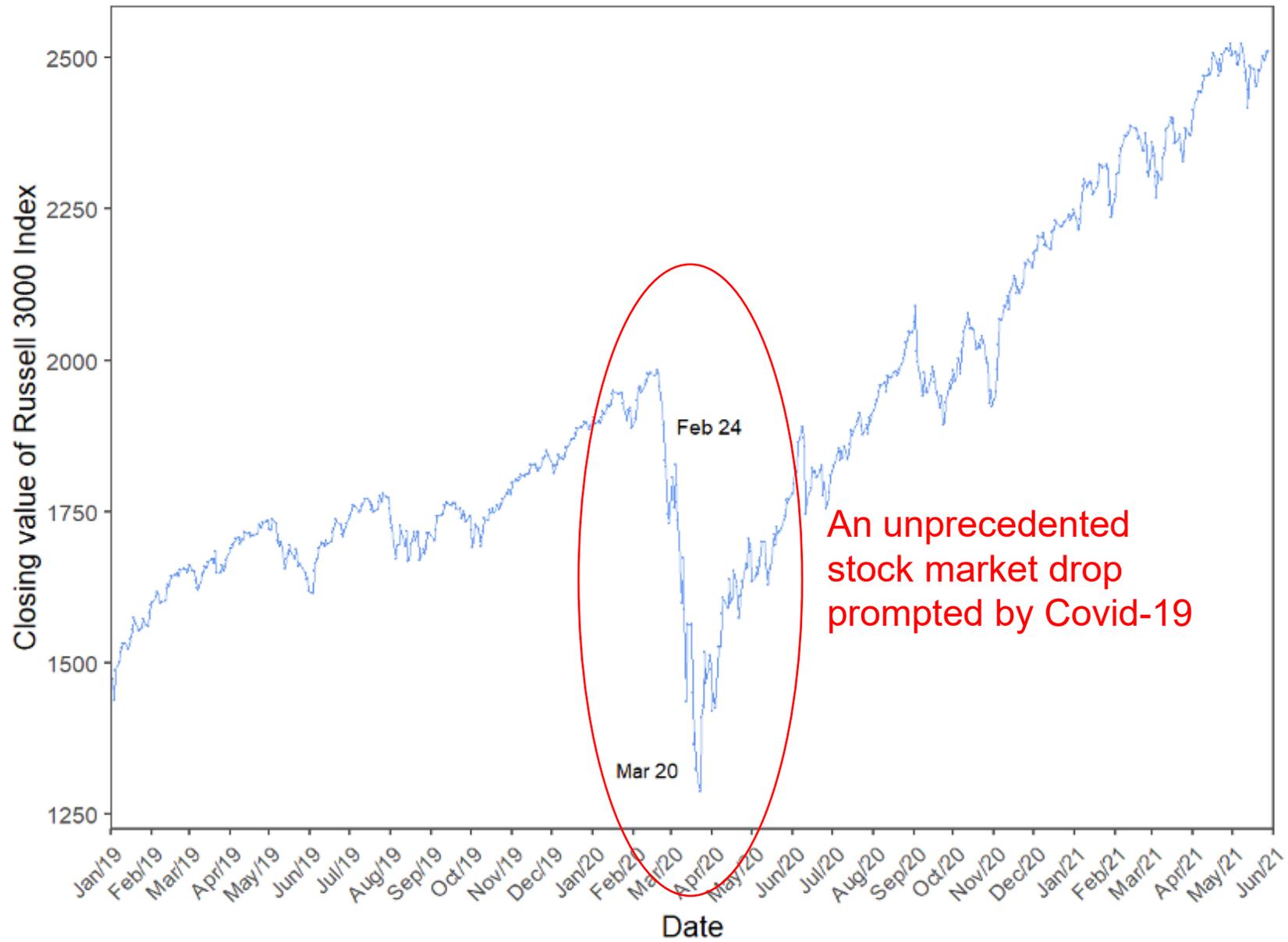
Impact Event,
September 19th, 2023





In a crisis, remember to be
human.







“Obviously, the coronavirus makes a very fluid situation. [...] I'll start by saying, our first priority is making sure that our employee, partners and customers are safe. And this is a human story more than anything, I think.”

Do companies fare better on the stock market during crisis if CEOs express **care for humans** in conversations with financial analysts?

- CEOs making more human care statements predicted higher cumulative returns on the stock market during the crisis period
- Making one additional human care statement was associated with 2.49 percentage points higher cumulative returns
- Given that the median market value of equity in our sample was approximately \$3.17 billion, this effect amounts to around \$78.9 million of company financial value preserved in the wake of the crisis

In a crisis, remember to be human.

Leaders who expressed care for people in a crisis had more financially robust companies.



Leaders, Don't Be Afraid to Talk About Your Fears and Anxieties

by Lauren C. Howe, Jochen I. Menges, and John Monks

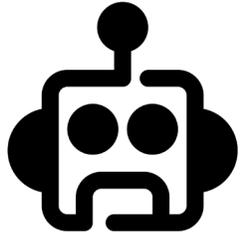
August 18, 2021



“Just the stress of lockdown has made me wonder if this is all worth it. I’m struggling to keep my emotions in check, and the people closest to me are getting the brunt of it.”

“I realize my boundaries are blurred, but I don’t know how to handle everything on my plate. There is a lot to do and a lot to take care of ... I feel like I am carrying the weight of it all.”

The "technocrat"



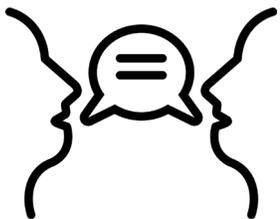
Leaders who **ignored emotions altogether** and focused on tactical solutions.

The "hero"



Leaders who **focused on the positive**, doing their best to convince their teams that they would get through the crisis no matter what.

The "sharer"



Leaders who **openly acknowledged** their fears, stresses, and other negative emotions.

Does acknowledging **one's own human struggles** help leaders to connect with others during crisis?

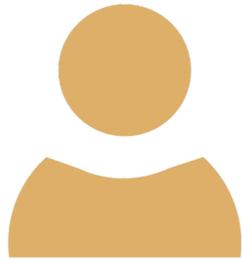
“People need more than rational updates. We need to find different ways to allow people to express emotions and deeper feelings at work.”

“It opened up a different and richer conversation, a very ‘data rich’ discussion in a way that can be lacking from video calls.”

Acknowledging their own emotional turbulence helped leaders to understand the mental state of their employees and to interact with them more effectively and empathetically.



Sharing one's vulnerabilities can help leaders to connect with others.



In a crisis, remember to be human.

Leaders who expressed care for people in a crisis had more financially robust companies.



Leaders who shared negative emotions connected with others and offset negative impacts.

Thank you for your attention!

Questions? Comments?

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