Leading at the Edge: Responding to the Impact of Global Crises on Organizational Dynamics and Performance

Armine Mkrtchyan, MerakiPal

Currently we live the most challenging time of our <u>lives</u>



We read about such periods in history books, but now WE LIVE the <u>historical times</u>.



CAT in the ROOM

When there is a cat in the room going crazy and you try to ignore it, you cannot be fully present.



Yet, so many organizations pretend that there is no cat in the room



44.4% of employees experience DROP in performance levels



It can rise up to **70%** if the conflict poses an <u>immediate threat</u>







Most common *emotions*:

- Anxiety
- Tension
- Uncertainty

- Anger
- Helplessness
- Despair

During Global Conflicts

merakipal



Most common **behavioral change**:

Rigorously following the news Activation in social networks Social isolation

During Global Conflicts





Most common **behavioral change in teams**:

Teams become more riskaverse Decision making slows down

Motivation and Morale declines Communication becomes more guarded and less frequent

Why does this <u>era of global crises</u> affect organizations so much?





merakipal

The conflicts in the region and in the world affect us whether we want it or not.





WHAT SHALL WE DO?

merakipal

Acknowledge that there is a cat in the room



P merakir Prepare to deal with the cat effectively

> **N** merakipal

We are going to deal with organizational dynamics we face for the <u>first time in history</u>





Leaders of this new era need new set of skills

merakipal

01

Ability to navigate new types of conversations in the workplace



Ability to mediate a new type of workplace conflict



02

03

Ability to hold a safe space for others



Ability to see things from the SOS lenses (Self-Others-Situation)



04

As we embark to the <u>New Era of Global Crises</u>, let's make sure we <u>notice all the cats</u> in the room and we are <u>equipped enough</u> to deal with them.





And in the era of <u>constant destructions</u> let's try to be <u>fully present</u>



Thank you

Armine Mkrtchyan

merakipal.com +37491300473 armine@merakipal.com

