

Ego During a Crisis

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Freedom

Those that perform the best when they can shape the field around them/have the freedom to create their “winning formulas.”



Critical

Try to control other people by being demanding or judgmental. They might also use sarcasm. The intention is to dominate other people.

The views expressed in this presentation are solely those of the presenters and do not necessarily reflect the views of any organization or employer.



RESILIENCE
—NEXUS—



Socio Political Crisis



Critical Infrastructure Crisis



Several flights take off from Heathrow Airport after shutdown leads to travel chaos



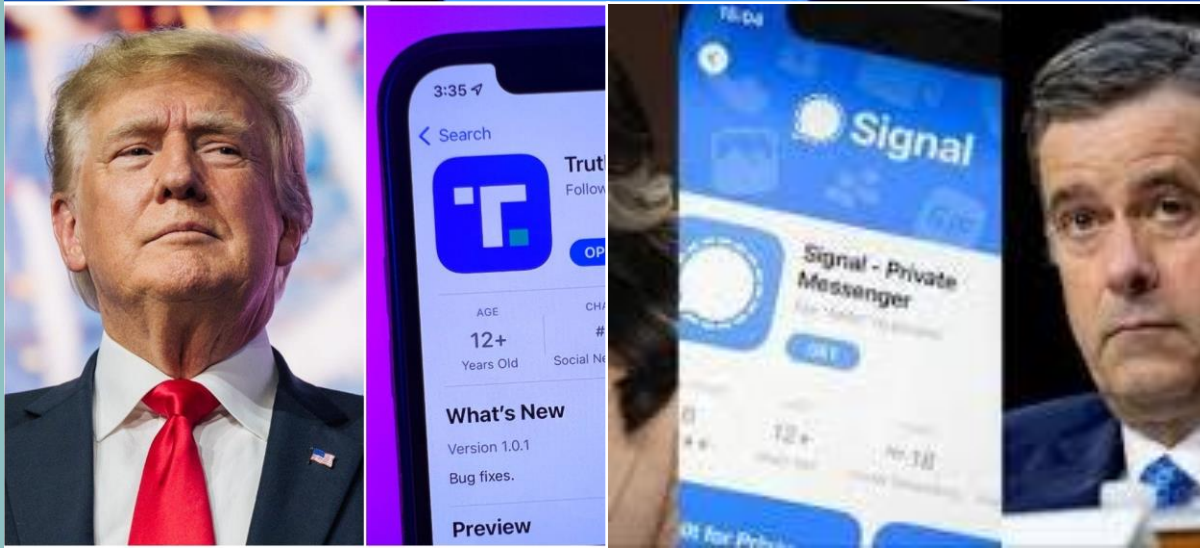
By [Rhea Mogul](#), [Todd Symons](#), [Chris Lau](#), [Alex Stambaugh](#), [Lauren Kent](#), [Olivia Kemp](#), [Rob Picheta](#), [Caitlin Danaher](#) and [Billy Stockwell](#), CNN

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Communications and Ego



Government Crisis (Or opportunity?)





Session Goals

1. Ice breaker exercise
2. Learn more about Ego behavior
3. Crisis Exercise – Risk and Opportunity
4. Lessons learned from a Resilient historic hero
5. Crisis communication challenge
6. Top 10 Recommendations for Crisis Management Leaders
7. Tools and links to further reading
8. Contact Details

Who Are You

- Everyone grab a piece of paper and pen
- Side 1 – Have you ever encountered ego driven behavior during a crisis scenario at work?
 - Yes or no
- Side 2 – What's your biggest communication hurdle in your BCP/DRP/EMP/CMP program?
 - Email
 - Video calls
 - People communications face to face
 - Other?
- Now.....get ready



Ego

Definition (psychoanalysis)

- The part of the mind that mediates between the conscious and the unconscious and is responsible for reality testing and a sense of personal identity.



Definition (basic)

- Ego is a person's sense of self-esteem or self-importance and the identity they attach to themselves

Activities of the Ego*



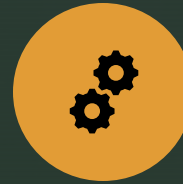
PERCEPTION OF
THE EXTERNAL
WORLD



SELF-AWARENESS



PROBLEM SOLVING



CONTROL OF
MOTOR FUNCTIONS



ADAPTATION TO
REALITY



MEMORY



RECONCILIATION
OF CONFLICTING
IMPULSES AND
IDEAS



REGULATION OF
AFFECT

* Source: American Psychological Association

Stages of Ego Development*

1. Basic trust versus mistrust
2. Autonomy versus shame and doubt
3. Initiative versus guilt
4. Industry versus inferiority
5. Identity versus identity confusion
6. Intimacy versus isolation
7. Generativity versus stagnation
8. Integrity versus despair

Ego Types



Selfish

People are reckless and demanding. They try to have fun without thinking of the consequences.



Pleaser

People who obey the rules, but do not necessarily believe in the rules. They are obedient in the hopes of “flying under the radar”. They are more concerned with looking like a good person than being a good person.



Rebellious

People are openly oppositional. They resent and reject control by others. Also, they reject the ideas of cooperation or compromise.



Manipulator

No regard for rules that get in the way or their own interests. They will exaggerate, distort the truth, or try to play psychological games with others. Their intention is to serve themselves at the expense of others.



Critical

Try to control other people by being demanding or judgmental. They might also use sarcasm. The intention is to dominate other people.



Enabling

Try to eliminate other people's suffering to make themselves feel more comfortable. They feel it is their responsibility to make other people happy or successful. While Enabling people believe that they are being nurturing, the message that they send to others is that other people are not capable of caring for themselves.



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Crisis Response



Crises are an inevitable part of both business and personal life, presenting challenges that require quick, decisive action.



Crises typically trigger the activation of Business Continuity Planning (BCP) and Disaster Recovery Planning (DRP).



These processes are designed to keep operations running in the event of disruptions, and to recover as quickly as possible.



However, even the best-planned responses can be disrupted by one crucial element: human behavior.

Ego vs. Action



Ego can drive or hinder decision-making

Positive: Confidence and assertiveness

Negative: Arrogance and stubbornness



Examples of ego-driven actions vs. action-oriented decisions

Ego-driven: Ignoring team input, taking credit for others' work

Action-oriented: Collaborative problem-solving, acknowledging contributions



The importance of prioritising actions over personal pride

Focus on outcomes, not personal recognition



How does ego influence outcomes

A leader's refusal to listen to advice leading to project failure

A team member's humility leading to successful crisis resolution

Ego Impacting Decision Making



Overconfidence

An inflated ego can lead to overconfidence, causing individuals to overestimate their abilities and make risky decisions without fully considering the consequences.



Defensiveness

When the ego is threatened, people may become defensive and resistant to feedback or alternative viewpoints. This can hinder effective decision-making and collaboration.



Short-term Gratification

The ego often seeks immediate rewards and avoids discomfort, which can result in decisions that prioritize short-term gains over long-term benefits.



Comparison and Competition

The ego tends to compare oneself to others, leading to competitive behavior. This can drive ambition and achievement but also create unnecessary stress and conflict.



Emotional Reactions

Decisions driven by ego are often influenced by emotions such as pride, fear, and anger. This can cloud judgment and lead to impulsive or irrational choices.



Lack of Empathy

An ego-centric mindset can reduce empathy and consideration for others, potentially leading to decisions that are self-serving rather than beneficial for the group.

➤ Ego Impacting Decision Making

- Self-awareness in mitigating ego's impact is important by:
 - Recognising personal biases, seeking diverse perspectives
- Some decisions influenced by ego in crisis situations
 - Ignoring expert advice during a disaster
 - Prioritising personal agenda over team needs
- The consequences of ego-driven decisions include:
 - Loss of trust, increased conflict, poor outcomes
- Strategies to recognise and address ego in decision-making are:
 - Regular self-reflection, feedback not vacuum loops, accountability partners

How to Manage Ego Behavior



Encourage self-awareness and reflection

Regular self-assessment, mindfulness practices



Promote a culture of humility and collaboration

Celebrating team successes, encouraging open dialogue



Techniques for providing constructive feedback

Focus on behavior, not personality; use "I" statements



The role of leadership in setting an example

Leading by example, demonstrating humility



Conflict resolution strategies to address ego clashes

Mediation, active listening, finding common



8 Volunteers needed.....no prizes this time just fun

Crisis Exercise – Communication

Stranded on the Ice

- A Lesson in Ego, Survival and Resilience

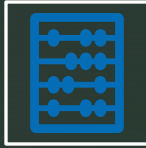


The endurance of the human spirit

- Resilience in the face of impossible odds



Enduring the Elements: Over weeks and months, **28 men** braved sub-zero temperatures reaching as low as **-30°C (-22°F)**, battling relentless snowstorms and shifting ice that threatened to swallow them at any moment.



Ration Limited Supplies: The crew rationed **3,000 lbs** of pemmican and **2,000 lbs** of biscuits, later resorting to **hunting seals and penguins**. Eventually, they had to **sacrifice their dogs** for survival.



Maintain Team Morale: Shackleton maintained **morale** through shared tasks and makeshift celebrations, ensuring camaraderie under extreme duress.



Share Equally in their Trials: As the ice began breaking up, Shackleton ordered the crew to leave the ice floes using the lifeboats. They aimed for **Paulet Island** but had to change course due to dangerous ice. **After 5 days of rowing**, they reached the remote and uninhabited **Elephant Island** in the South Shetlands, but its isolation meant it offered little hope for rescue.



Act Heroically: In April 1916, Shackleton left Elephant Island to lead a party across **800 nautical miles (1,480 km)** of treacherous seas in a small lifeboat to seek rescue.



Live to see the Rescue: After multiple attempts, Shackleton reached **South Georgia Island**, secured help and successfully returned to rescue the entire **crew of 28**, proving the strength of their unbreakable bond. By that point, the crew had been **stranded for a total of 2 years, 4 months, and 5 days**.

Disaster can strike despite meticulous preparations

- There is always a risk
 - **Pre-Departure Planning (1913-1914):**
 - Shackleton meticulously planned **supplies, navigation, and survival gear** for his **team of 28**, ensuring every essential was accounted for.
 - He prepared for diverse challenges by equipping the *Endurance* with **reinforced hulls** and **stocking advanced navigational instruments** and **sledging equipment**.
 - Final selection included **69 Canadian sled dogs** for ice travel.
 - **The Ross Sea Party (August 1914):**
 - *Aurora* sailed to Antarctica's Ross Sea as **a support vessel**, aiming to set up supply depots.
 - **Depot placements** spanned about **400 miles** along Shackleton's expected route to facilitate survival.
 - **Supply Drop Challenges (1915):**
 - Despite severe storms and ice, the *Aurora* and Ross Sea Party persisted, **securing vital caches**.
 - This example may be a bit extreme, but it shows that even the most planned enterprise can suddenly end up in disaster. Take, for example, some recent events.

So what is resilience?

- And how is it different from business continuity?



Business Continuity: In Shackleton's journey, business continuity can be likened to the **immediate response** of the crew after the *Endurance* became trapped in the ice. Their focus was on **survival and recovery**; they established a temporary camp, rationed supplies, and developed plans to ensure they could sustain themselves until they could escape. This was about creating a framework to **maintain critical operations** despite the **immediate crisis**—a **classic example of business continuity**.



Operational Resilience: Operational resilience, however, is best illustrated by how Shackleton and his crew **adapted to the prolonged hardship** they faced. After being stranded for months, they didn't just rely on their initial plans; they evolved their strategies as new challenges emerged. They built sledges, improved their navigation skills, and learned to hunt for food, showcasing **their ability to absorb multiple shocks** and **continually adjust** to the harsh and unpredictable environment. Shackleton's leadership encouraged **innovation and adaptability**, which ultimately led to their survival and eventual rescue, **demonstrating true operational resilience**.

Preparing is essential

Those who fail to prepare, prepare to fail

Shackleton's preparedness: Shackleton's meticulous preparation secured essential provisions for his crew's survival.

- **Stockpiled Provisions:** Endurance was stocked with essentials like preserved meats, biscuits, and high-energy pemmican, sustaining the crew during months stranded on ice.
- **Specialized Gear:** Shackleton brought extra warm clothing, sledges, and tools, which became essential for survival once Endurance was lost.
- **Prepared Lifeboats:** Maintained and readied lifeboats even while trapped, ensuring a safe escape when the ship sank.
- **Physical Conditioning:** Kept crew active physically and mentally, preparing them for the challenging trek and lifeboat journey that ultimately saved their lives.

Business example: Lack of preparedness

- **Industry:** Oil & Gas, Colonial Pipeline, USA
- **Event:** In May 2021, a ransomware attack by the group DarkSide forced Colonial Pipeline to halt operations, disrupting fuel supplies across the Eastern U.S. and leading to widespread shortages.
- **Impact:** The attack shut down **5,500 miles of pipeline** for **5 days**, halting **2.5 million barrels** of fuel daily and disrupting nearly half of the U.S. East Coast's fuel supply. This led to fuel shortages, panic buying, and record fuel prices.
- **Response:** The company shut down its systems, paid a **\$4.4 million** ransom to regain access, and collaborated with federal agencies to restore services.
- **Lesson:** The lack of segmented networks allowed a single ransomware attack to disrupt the entire fuel pipeline, indicating the need for comprehensive incident response and recovery protocols, including contingency plans.

Role of GRC systems: Effective GRC (Governance, Risk, and Compliance) systems could have identified vulnerabilities, monitored threats, and ensured response plans, aiding faster recovery and stronger security frameworks.

Attributes of Resilience

Leadership, Adaptability, and Resilience Lessons from Shackleton

- **Leadership and Communication:** Shackleton's clear leadership kept 28 men informed and optimistic. In business, effective communication prevents panic and ensures coordinated action.
- **Teamwork:** Shackleton ensured everyone contributed. Operational resilience needs cross-departmental collaboration, with clear roles.
- **Preparation:** Shackleton's preparation secured provisions. Businesses must plan with risk assessments and continuity strategies.
- **Adaptability:** When *Endurance* sank, Shackleton quickly pivoted to survival mode. Businesses must adapt swiftly to disruptions.
- **Resourcefulness:** The crew improvised with limited resources. Businesses must foster innovation to overcome challenges.
- **Mental Resilience:** Shackleton kept morale high. Similarly, businesses need to support employee well-being during crises.
- **Tools:** Shackleton relied on all available tools from navigational instruments, such as sextants and compasses, to sledges, to hunting firearms, and lifeboats to ensure the crew's survival. Similarly, GRC technology allows organizations to manage risks more effectively, make informed decisions, and maintain operational integrity while using disasters to emerge stronger and more resilient than before.

Top 10 Recommendations



Top 10 Recommendations for Crisis Management Leaders



Establish clear roles & responsibilities

Defined roles, clear expectations



Promote a supportive and inclusive environment

Diversity of ideas and backgrounds



Lead by example with humility & integrity

Ethical behaviour, admitting mistakes



Utilise data and evidence-based decision making

Data analysis, research-back strategies



Maintain focus on organisation's mission and values

Aligning actions with core values, mission statements

Top 10 Recommendations for Crisis Management Leaders



Foster a culture of open communication

Regular updates, transparent decision-making



Prioritize team collaboration over individual recognition

Team-building activities, shared goals



Develop strong self-awareness and emotional intelligence

Training programs, self-reflection exercises



Encourage continuous learning and adaptability

Workshops, learning from past crises



Implement regular crisis simulation exercises

Drills, scenario planning

▀ Your Bruised Ego



Building resilience means putting yourself in situations with limits, where you must rely on your **core strengths** when everything else is stripped away, allowing you to thrive even in the toughest challenges.

How do you manage once your ego has been hit?

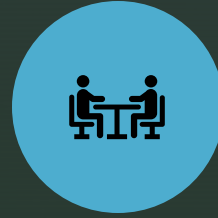


What are those **core strengths** that determine how resilient you are in a crisis?

Core Strengths to Rely On



LEADERSHIP AND
COMMUNICATIONS



TEAMWORK



PREPAREDNESS



ADAPTABILITY



RESOURCEFULNESS
AND INNOVATION



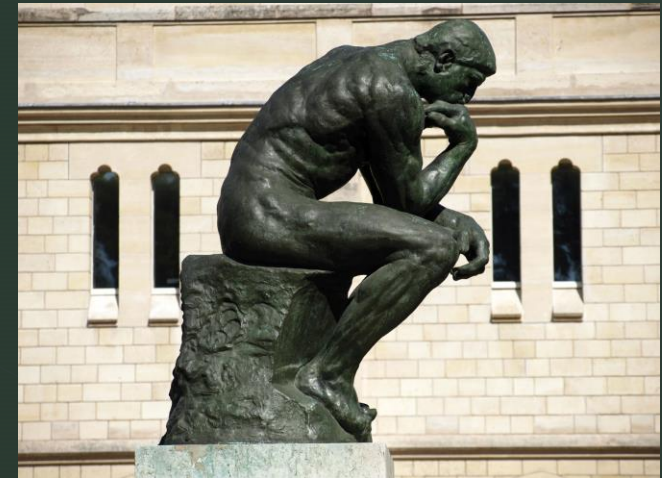
MENTAL
RESILIENCE



TOOLS

Crisis Exercise – Risk and Opportunity

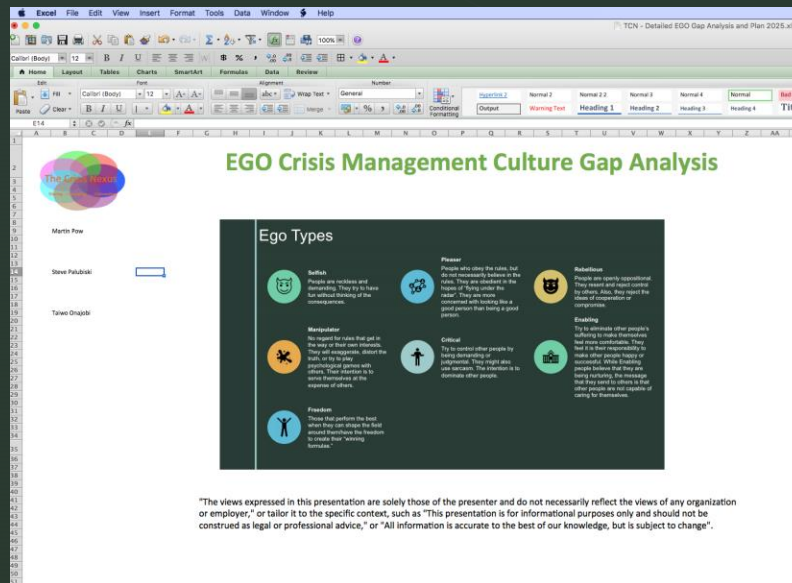
Three Volunteers needed.....you could win \$10,000



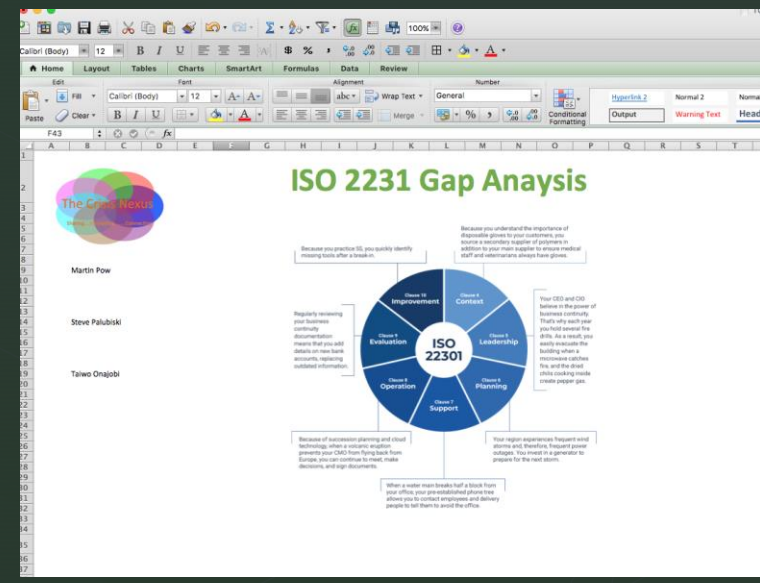
Tools



People Evaluation Toolkit



Process Evaluation Toolkit



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