

RESPOND: WHAT'S THE OVER/UNDER?

Measured leadership builds confidence in crisis.

Find the best-practice middle ground-before the pressure peaks.

THE STRONGEST RESPONSE IS PROPORTIONATE.

Prepared, thoughtful leadership avoids the harms of both over- and under-responding.

Support people. Protect operations. Strengthen trust and resilience.

01

AVOID OVER-RESPONSE

Do not overwhelm people with speculation, intrusive leadership, or mandatory emotional processing.

02

LEAD THE MIDDLE GROUND

Be visible, calm, factual, and intentional. Offer choices and respond with appropriate flexibility.

03

AVOID UNDER-RESPONSE

Do not minimize, withhold, or ignore the event-or expect work to continue as if nothing happened.

THE BALANCED RESPONSE

Practical choices protect employee well-being, trust, and business continuity.

OVER-RESPONSE	BEST-PRACTICE MIDDLE GROUND	UNDER-RESPONSE
Communication Constant updates, speculation, and excessive detail.	Share timely, accurate information. Acknowledge uncertainty; protect privacy; avoid overwhelming people.	Silence or minimization Withhold, restrict, or avoid discussing the crisis.
Mandatory support Pressure everyone to use services or attend emotional processing.	Voluntary support options Make multiple resources and optional support-focused discussions available.	Support only on request Wait for employees to ask-and leave needs unseen.
Unnecessary shutdowns Stop operations beyond what the situation requires.	Flexible return to work Maintain operations while making practical adjustments as needed.	Business as usual Expect normal output and ignore the impact on employees.