

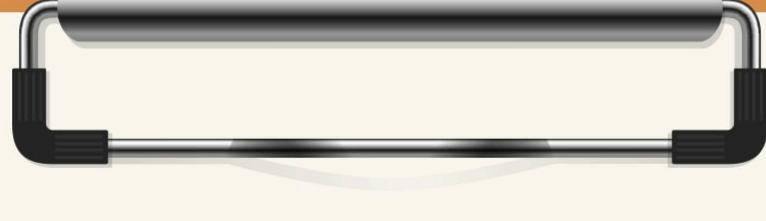


Navigating Crises:

Harnessing Your Leadership Potential in a Crisis

A **2022 report by Singapore Business Federation (SBF)** found that nearly 60% of local businesses lack a formal Business Continuity Plan (BCP), leaving them vulnerable to operational disruptions. The COVID-19 pandemic highlighted how quickly unforeseen crises can paralyse operations—especially for SMEs, which make up 90% of businesses in Singapore.

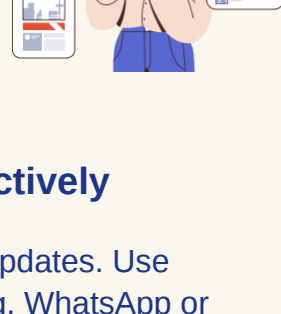
Crisis leadership is an essential skill that empowers individuals to stay calm, make decisions, and provide support to others during emergencies. This is not only for top management—anyone can step up in a crisis. By promoting a culture of ownership and collaboration, organisations become more resilient and better positioned to respond.



Strengthen Your Crisis Leadership through 6 Key Approaches

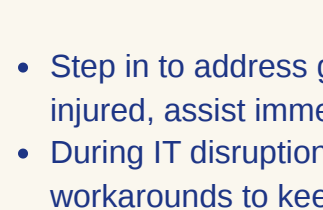
1. Stay Informed and Vigilant

- Be aware of the latest risks via SGSecure and official advisories.
- Report issues promptly—whether it's a faulty alarm or a phishing threat.



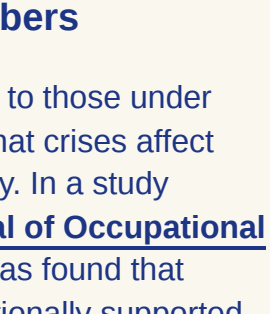
2. Communicate Effectively

- Share timely, accurate updates. Use accessible channels (e.g. WhatsApp or email) and keep messages clear and concise.
- Open and honest communication is key—76% of crisis-resilient organisations in a **Deloitte study** cited this as a success factor.



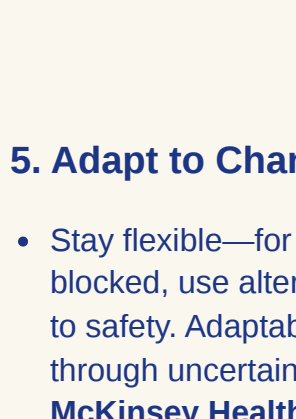
3. Be Proactive

- Step in to address gaps. If someone is injured, assist immediately.
- During IT disruptions, offer temporary workarounds to keep operations going and lead with a steady, solution-oriented mindset.



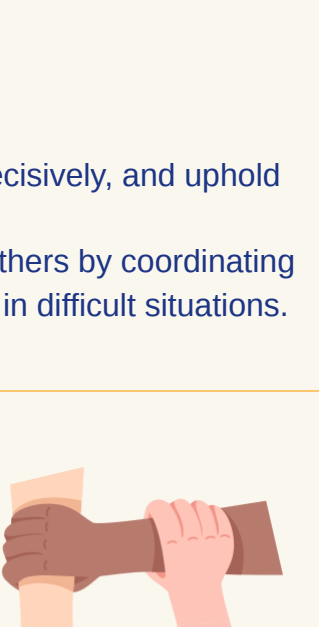
4. Support Team Members

- Offer empathetic support to those under stress, and understand that crises affect every individual differently. In a study conducted by the **Journal of Occupational Health Psychology**, it was found that employees who felt emotionally supported during a crisis reported 30% higher resilience and job satisfaction.
- Encourage virtual check-ins to boost morale and manage workloads collaboratively.



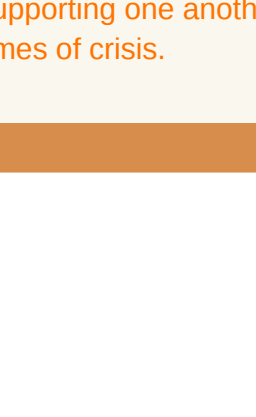
5. Adapt to Changing Circumstances

- Stay flexible—for example, if a fire exit is blocked, use alternative routes to lead others to safety. Adaptability is essential for leading through uncertainty, according to a **2024 McKinsey Health Institute study**.
- Embrace a problem-solving mindset. For example, during a supply chain disruption, propose alternative suppliers or adjust project timelines to reduce impact on operations.



6. Lead by Example

- Stay composed, act decisively, and uphold organisational values.
- Inspire confidence in others by coordinating response efforts, even in difficult situations.



Conclusion

Crisis leadership isn't just a title—it's a mindset. Every employee plays a part in keeping the workplace safe and resilient. By staying alert, communicating well, and supporting one another, we can all lead in times of crisis.



Spotlight

Mr. Charles Ho is the Managing Director of On Cheong Jewellery. He served as Vice President of SCCCI (2017–2022), overseeing SME support and China offices, and has been President of the Singapore Jewellers Association since 2000.



Q: Is crisis leadership only for senior management?

A: No, crisis leadership extends beyond senior management. At On Cheong, we empower staff **at all levels** to understand crisis protocols and respond with confidence. From the frontline to leadership, effective crisis response depends on **organisation-wide preparedness**—not just top-down direction.

Q: What measures has On Cheong implemented to identify/mitigate risks and ensure crisis readiness?

A: We've been BizSafe Level 3 certified since 2010, with SGSecure principles incorporated since 2019 to enhance workplace safety and readiness. Staff are trained in **First Aid, CPR-AED, and Psychological First Aid**, ensuring they can respond swiftly in emergencies.

Crisis protocols include **fire drills, floor In-Charges**, and a dedicated **SGSecure Representative** to liaise with authorities. We also strengthen **cybersecurity** through expert support and staff briefings. With active **risk management, workplace safety, health promotion teams** and the **SGSecure app**, our employees stay informed and prepared to act when it matters most.

Q: Describe a situation where critical decisions were made under pressure. How were communication and morale upheld during the process?

A: During the COVID-19 pandemic, we implemented **split teams**, contact tracing, and enhanced hygiene protocols while accelerating **digitalisation** to cope with reduced foot traffic. To maintain morale and clarity, we held regular check-ins, practised transparent communication, and reassured staff through compassionate leadership, reinforcing their essential roles.

Q: How does On Cheong foster resilience and adaptability among employees?

A: We hold Learning Days to review emergency procedures, run refresher drills, and conduct tabletop exercises. **Team Building Days** are organised to drive service excellence and innovation for better operational efficiency.

Staff receive **scenario-based training** on jewellery trade threats such as armed robbery, smash-and-grab thefts, and cyberattacks—ensuring they can respond quickly and confidently. A **culture of shared responsibility** empowers everyone to stay alert, act decisively, and support one another.

Staying true to our name—On Cheong, meaning "peace and prosperity"—we believe peace is built through preparation, and resilience through consistent practice.

BEWARE OF IMPERSONATION SCAMS



Government officials will **NEVER** do these things over a phone call:

1. Ask you to transfer money;
2. Ask you to disclose bank log-in details;
3. Ask you to install mobile apps from unofficial app stores;
4. Transfer your call to Police.

If you receive an SMS from the government, make sure it is sent from the **gov.sg** SMS Sender ID*.

Scammers may cite your personal information (e.g. name or NRIC number) to appear legitimate. Do not automatically trust someone just because he/she has your personal information.

Call the 24/7 ScamShield Helpline at 1799 if you are unsure whether something is a scam.

For more information on how to protect yourself against scams, please visit www.scamshield.gov.sg.

*Exceptions apply for National Service call-ups and emergency services. Read more about the exceptions.