

**CRISIS MANAGEMENT AND DIVERSITY**

16 OCTOBER 2020

AUTHORS**SÁVIO PEREIRA DE ANDRADE**
LAWYER / SÃO PAULO**ANA CAROLINA LOURENCO SANTOS**
DAS DORES
LAWYER / SÃO PAULO**MARCIUS FILIPE GONCALVES**
MODESTO
LAWYER / SÃO PAULO

More than an article, this text is testimony to the success of a crisis management that has as one of its relevant pillars the appreciation of diversity. We, the authors, were fortunate to be involved from the very beginning in an important, challenging, and emblematic case of our firm, related to the crisis management of one of our clients. First of all, we are privileged to be part of a firm that brings diversity and inclusion into its culture. For this reason, we feel extremely comfortable and encouraged to include in the development of our work all the values, experiences, and perceptions arising from our diverse characteristics. In our case, in particular, these characteristics are related to race, sexual orientation, and gender.

In general terms, the project involved putting into operation, in record time, a program for extrajudicial compensation linked to an event that reached a large number of people.

Given the start of the project, the typical challenges of a crisis scenario came about, which are always great, urgent, and, even with much preparation and organization, bring about many uncertainties which the organization needs to handle. We already knew that it would be essential to have a qualified team to handle the claims that would come. And since the issues that would appear to be resolved in relation to the different stakeholders involved were diverse and complex, it was essential to have an equally diverse team to handle them.

We believe that embracing diversity is the premise of successful teamwork. After all, if team members need each other to develop their work and achieve better results, it is valuable that they bring to the group multicultural contexts and diverse skills and knowledge.

A diverse team, that is, one made up of groups traditionally seen in the corporate environment and other social minority groups such as women, blacks, LGBTQ+ and people with disabilities, allows for the potential of pluralities to break paradigms. It was therefore one of the most relevant factors for the success of our crisis management that we supported ourselves and, in doing so, fostered a stimulating and welcoming environment so that everyone felt more engaged and motivated to carry out their activities and tasks, and thus extract their full potential for high performance.

It was possible to incorporate all this richness and multiplicity of values, experiences, challenges, successes, and even failures, of each one to the team work, potentiating the set of skills and, above all, creative solutions of the team. Specifically in a crisis management, it is necessary to anticipate demands, to meet the expectations of different people, to interpret the diversity existing in society, all this in an agile and efficient manner. In this context, non-traditional problem-solving methods are great allies as they provide greater adaptability, flexibility, resilience, and antifragility.

Now, uniting diversity with non-traditional management we have developed tools to enable high critical thinking, complex problem solving, and optimization of results. Combining this with a management that sought to create and maintain an environment of psychological safety, so that all team members could stimulate their creativity, autonomy, intrinsic motivation, risk taking, innovation, critical thinking, connection, and collaboration, without using their mental efforts to protect themselves, the result was high efficiency of the team.

At the end of the first year of the program, still in progress, it was possible to achieve all the goals set by the client efficiently, generating the legal protection necessary and meeting all the project's governance issues, as well as its social, economic, and humanitarian aspects.

This kind of approach, in an environment that embraces diversity in an open way and encourages equality between people and freedom of thought, usually yields great discussions and brings about creative and well-targeted solutions. In a crisis, this is an important differential in achieving better results. Turning it into an opportunity by managing it effectively, especially from a legal point of view, means reviewing traditional views and practices and welcoming diversity.

The search for creative, agile, and collaborative solutions finds fertile ground in a diverse team. Therefore, companies based on a culture of trust, collaboration, and inclusion, in which everyone feels represented, are those that achieve the best ideas and solutions, even in the face of a crisis. And this is how it is in our firm. And so we perform crisis management in our project with a high level of performance.

