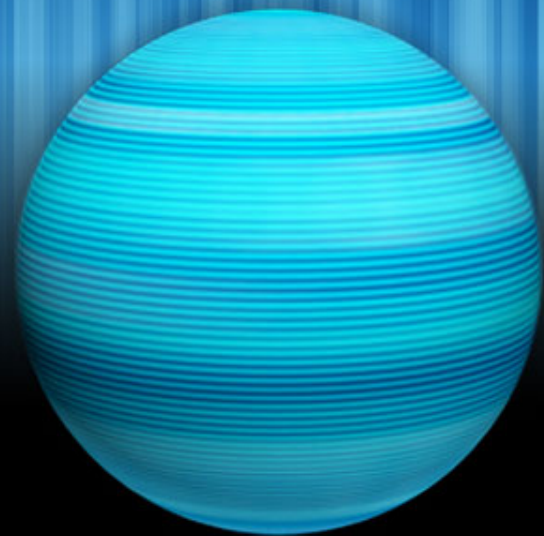
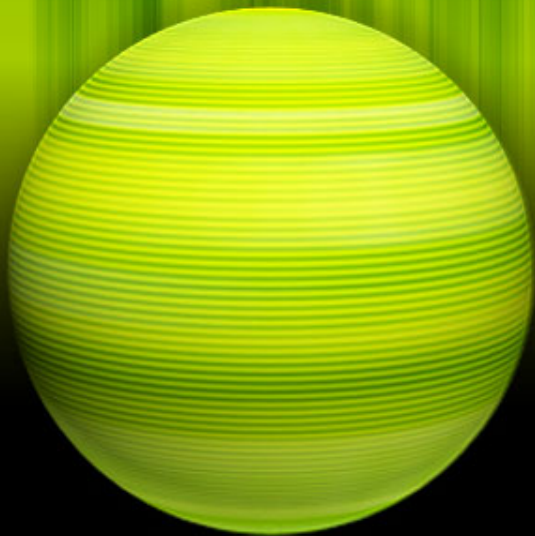


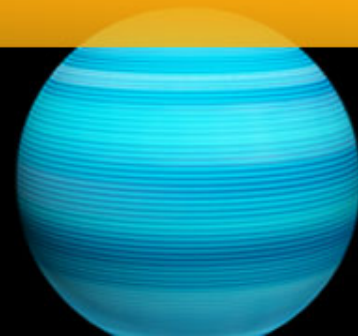
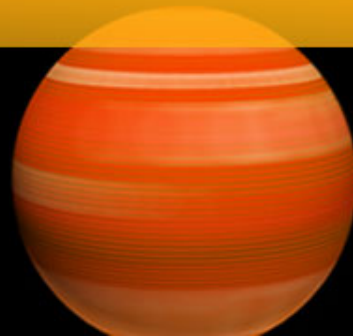
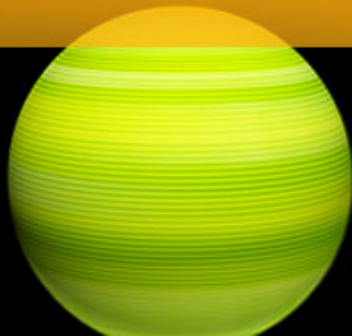
Board Engagement

COVID-19 Recovery 2020



Covid-19 = What for You?

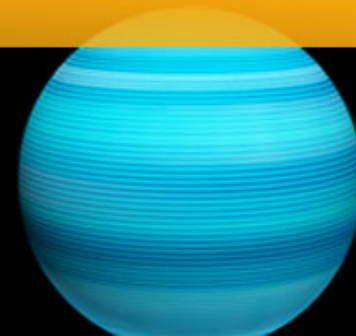
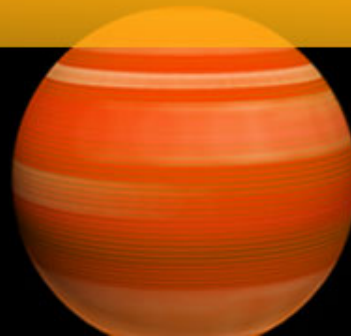
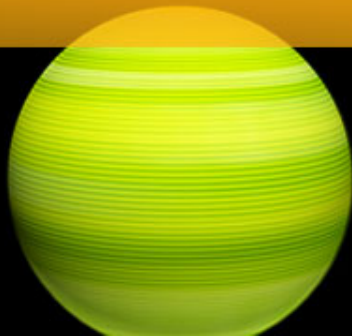
- Pivot – Go online to replace in-person?
- Innovate – new programming
- Fundraise differently – events suck
- Outsource to lower costs
- Collaborate to fill a gap in our operations



Welcome, COVID-19, now go

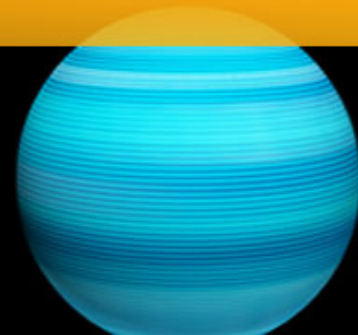
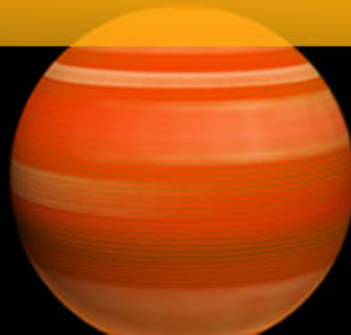
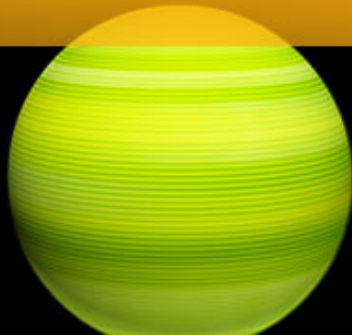
- Board's role normally re risk management
- In a crisis, all realities are amplified
- The *Respond, Recover, Thrive* cycle*
- Resilient leaders define the destination

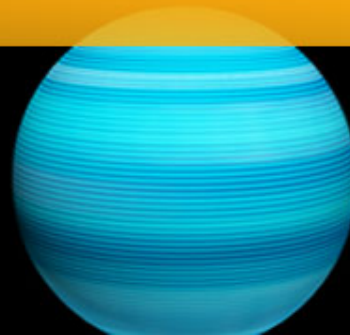
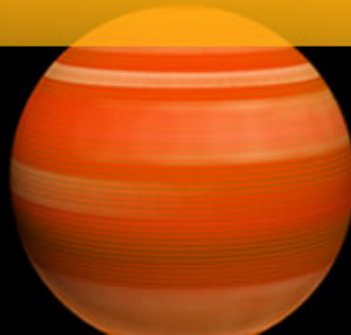
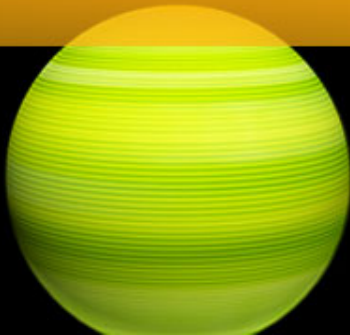
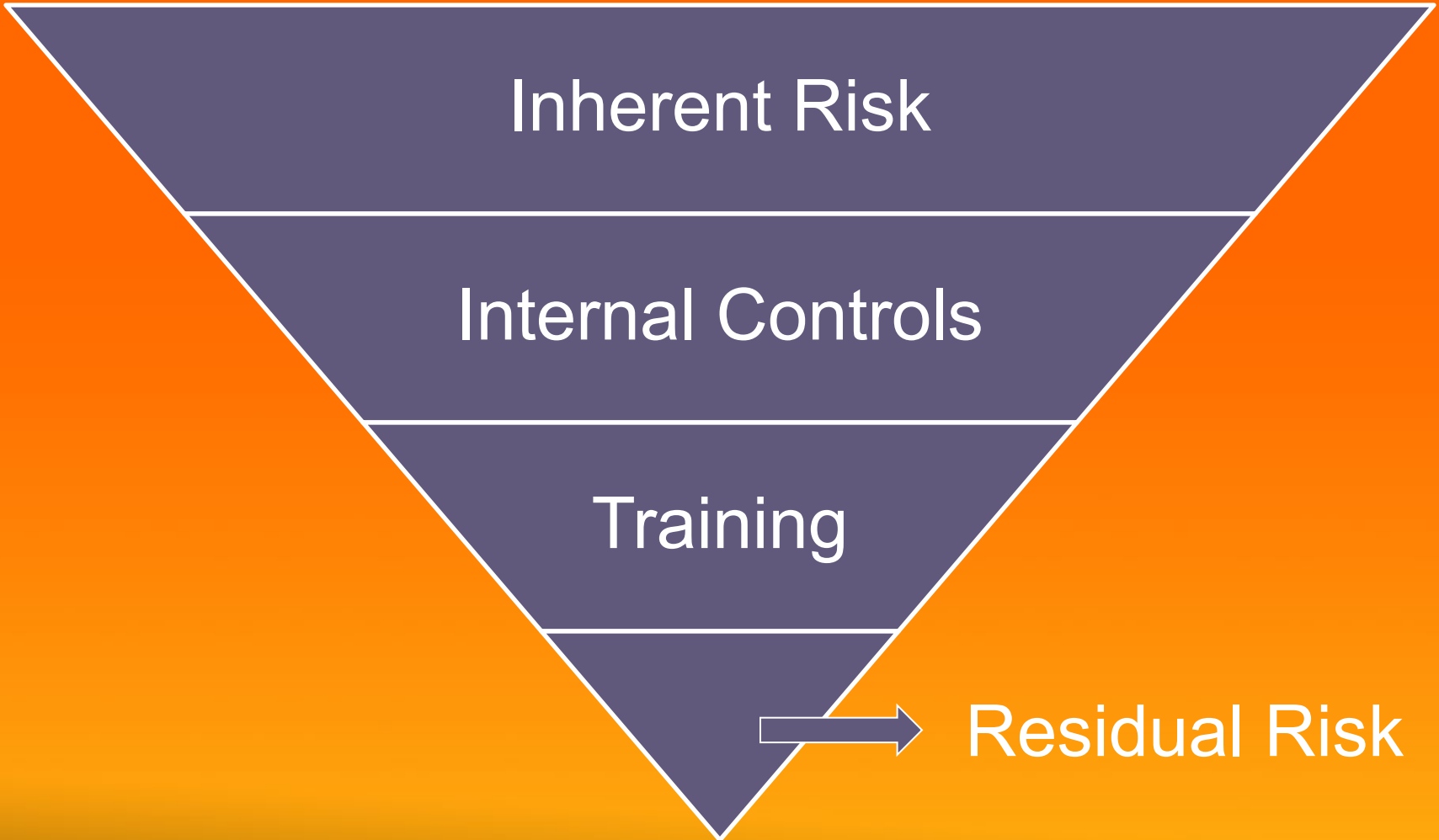
*Deloitte Insights



Risk Management

1. Operational
2. Financial
3. Compliance / Legal
4. Fraud
5. IT / Cyber
6. Reputational

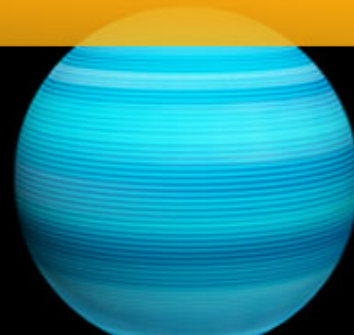
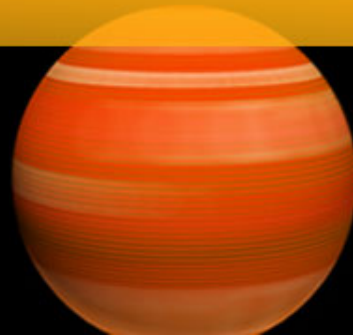
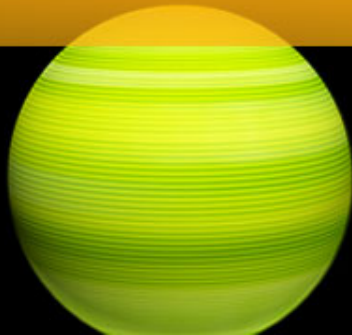




Risk Management in Crisis

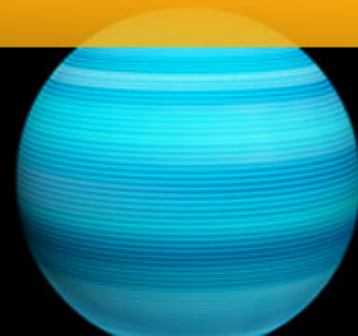
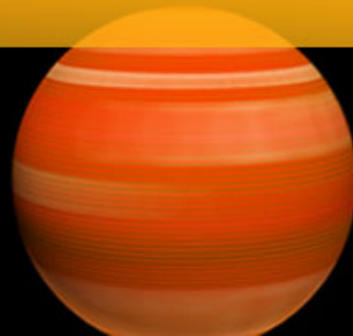
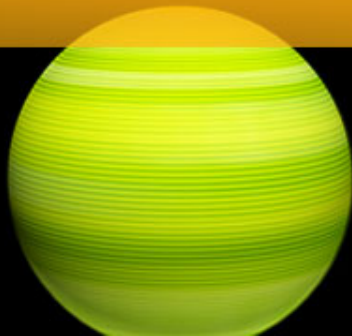
Board and Executive Director together assess:

- Current crisis response (evolving)
- Resiliency of org against current crisis
- Community you serve



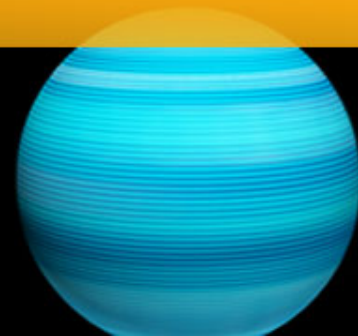
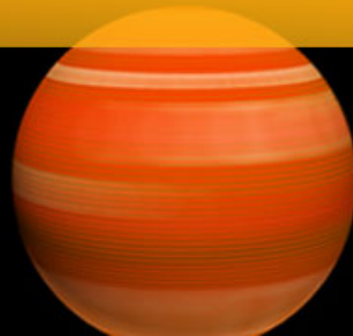
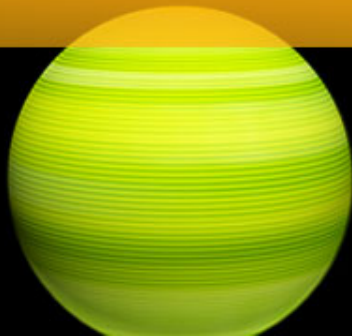
The 3 Critical Time Frames

- **Respond** – Unpredictable, frenetic time focused on employee safety and operational continuity
- **Recover** – Manage transition back to a restored future
- **Thrive** – Define destination and push to it



1 - Respond

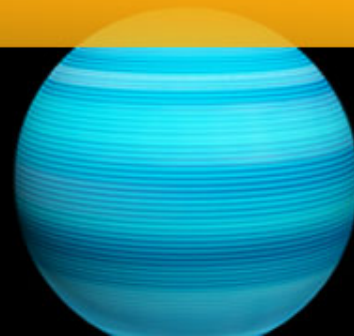
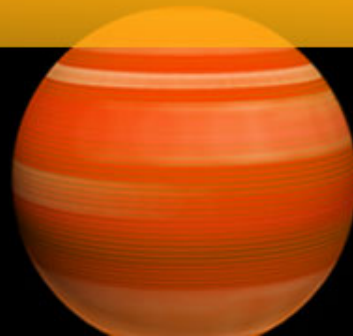
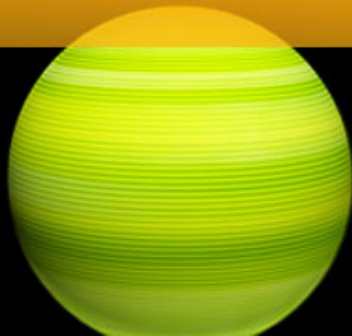
- Media strategy
- Logistics re emergency meetings
- Contact information for key stakeholders
- Essential policy questions
- Talking points – internal, external



2 - Recover

From unpredictability to an 'interim' normal

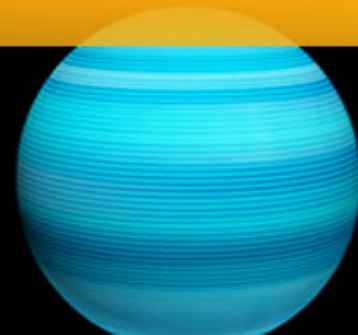
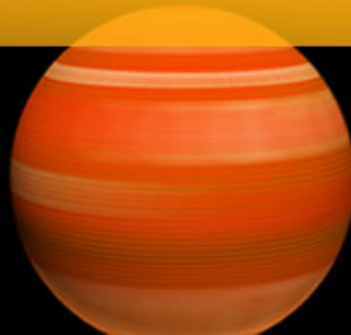
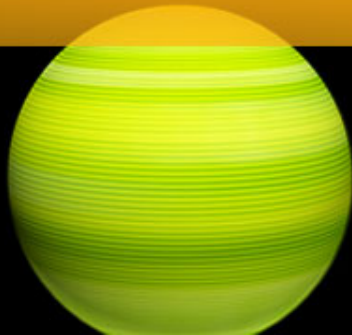
- Go from inward focus to envisioning desired stakeholder outcomes
- Planning shifts from short-term contingency to mid- and long-term re operations, employees, financials



Resilience

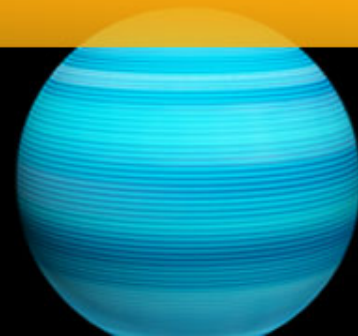
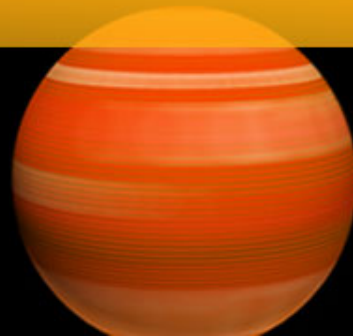
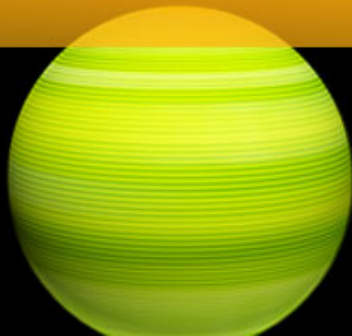
“The historic challenge for leaders is to manage the crisis while building the future.”

-Henry Kissinger



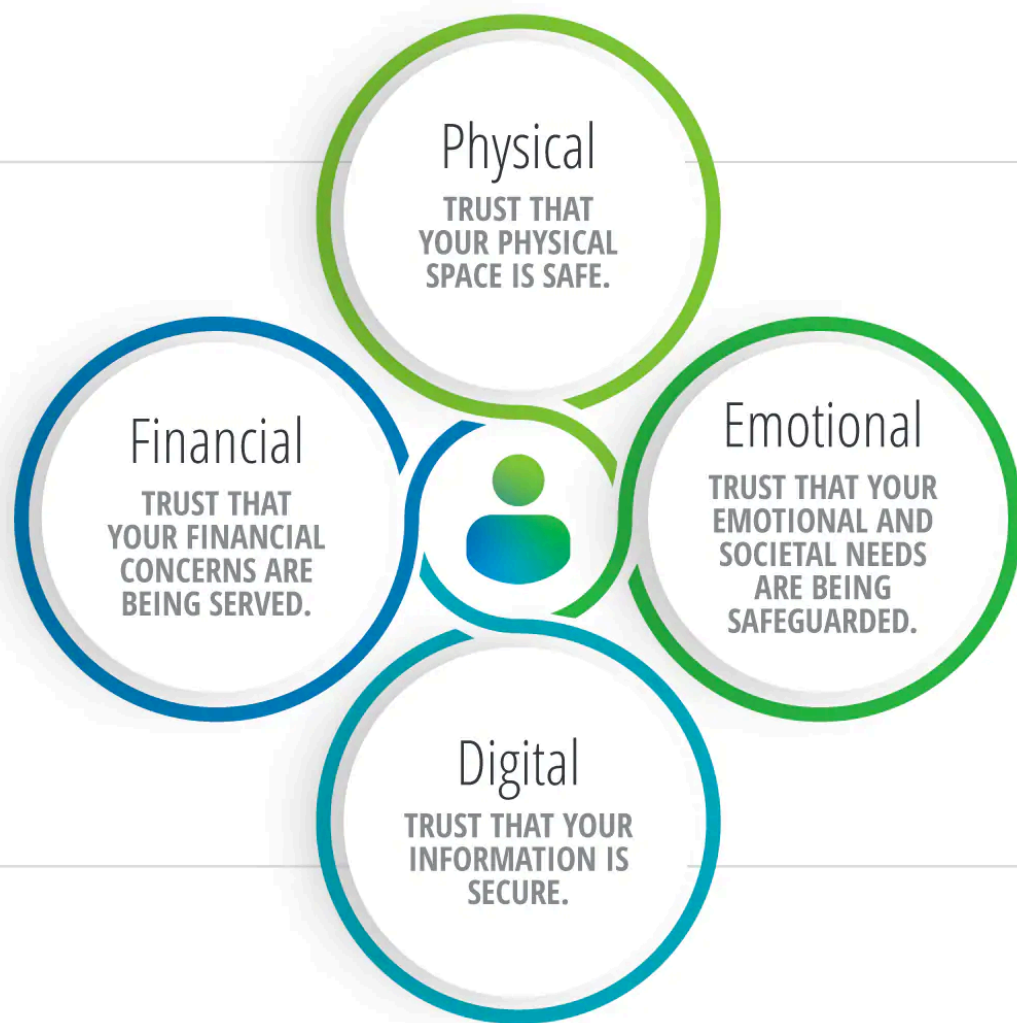
3 – Thrive Mindset

- Leadership attitude shift from primarily reactive to anticipating how to reinvent the organization
- Key: build trust
- Focus Board energy on this effort



Trust is human and multidimensional

Resilient leaders understand that recovery is a **human experience**. In order to shift the mindset to recovery, they need to understand the **four human dimensions of trust**.

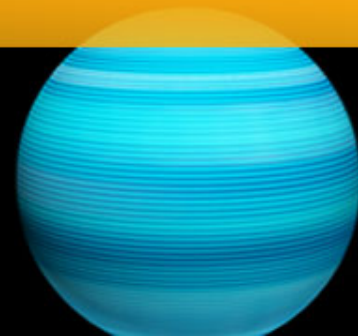
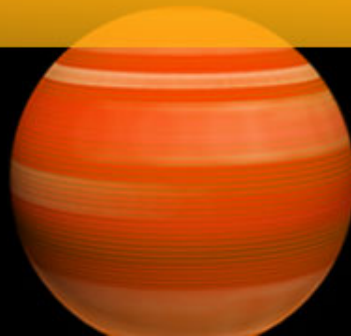
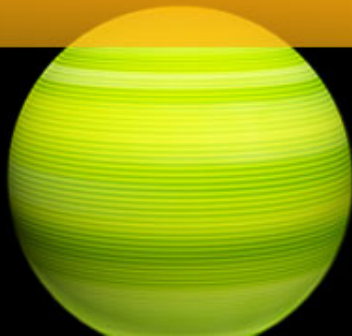


Resilient leaders consider the following questions:

- Which **dimensions matter most in Recover** to each of our stakeholders, and what will **matter to them as we shift into Thrive**?
- Are we **communicating our intentions clearly and transparently** to our stakeholders—even when we don't have all the answers?
- Can we **competently deliver** on what we are promising to our stakeholders?
- How are we **monitoring and measuring our progress** in addressing stakeholders' needs across the four dimensions of trust?

Recovery Playbook

Outcome	Description / Questions
Recover and grow revenue	Will current funders pivot with you? Identify new funding rationale; and identify new funding sources to pursue
Optimize assets, liabilities / try to increase margins / profitability	Where can we lower costs? How do we define managing to resiliency?
Accelerate digital transformation	What can we migrate to digital?
Support employees and operating structure	How has our social contract changed? Do we have the right operating structures and alliances in place to recover?
Manage stakeholder expectations	Manage and fulfill stakeholder expectations while proactively addressing risks. How have expectations changed?



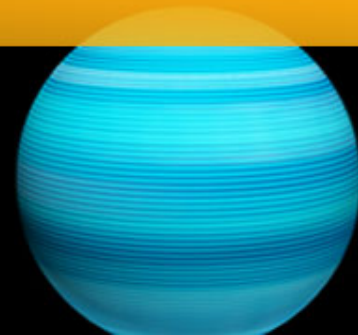
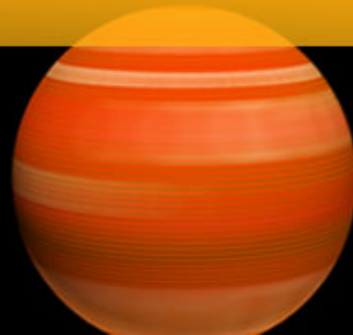
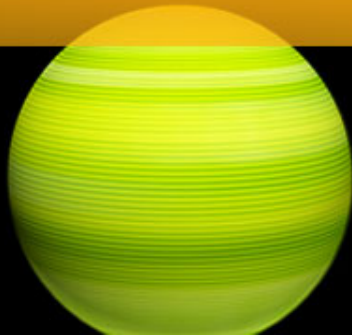
Continual Focus of Board

Fiscal Stewards

Fundraising, risk mitigation, oversight

Brand Ambassador

Effective storytelling, connection building



Q & A

What's keeping you awake at night?

