TRANSFORMING ANXIETY INTO ACTIVE LEADERSHIP

September 10–12, 2019 at Stanford University | #SSIRInstitute
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Managing Through Tough Times

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Most nonprofits are likely to face tough times...
The Great Recession

Today
Managed Care Plans Forced to Limit Home Care Contracts in New York
(Home Health Care News, April 18, 2018)

NY’s Home Care Providers Continue to Face Challenges
(Buffalo Law Journal, March 21, 2018)

Launching a Home-Care Business in NY is About to Get Harder
(Crain’s New York Business, April 10, 2018)
Eight steps for Managing Through Tough Times

1. Act quickly, but not reflexively, and plan contingencies
2. Identify the people who matter most and keep that group strong
3. Stay very close to your key funders
4. Protect the core
5. Shape up your organization
6. Collaborate to reduce costs and expand impact
7. Involve your board
8. Communicate openly and often

Today’s focus
Act quickly, but not reflexively, and plan contingencies

- Scenario planning for best and worst case
- Identifying “trigger points” for action
- Develop contingencies

- Understand the scope of the challenge quickly
- Do away with “nice-to-haves”
- Delay new initiatives
- Manage costs aggressively
Identify the people who matter most and keep that group strong

• Identify a core group of individuals “most critical” to the success of the organization or your team

• Invest in them – time, focus, and support

• Engage them in problem solving as you work through tough times
# Stay very close to your key funders

## For Nonprofits
- Let funders know what you are seeing
- Share how you will respond and explain choices you will make
- Ask for transparency on how payouts or donations are impacted
- Understand funders' priorities and where your nonprofit fits in
- Consider asking for referrals to other contacts
- Explore ways to renegotiate restrictions or timing on grants

## For Funders
- Weigh how big and small decisions impact grantees (e.g., payment schedule changes)
- Communicate openly and transparently about strategy shifts
- Help grantees with risk management – include contingency funds in budget to help with emergencies
- More explicitly plan for the unexpected in grant-making process
Tough times require an even more deliberate focus on diversity, equity, and inclusion

Nonprofit leaders of color face barriers to funding in good times, and this is likely to be compounded during tough times (especially during recessions).

View your “core” group of people through a DEI lens. Make sure you are investing in those that can bring a diverse set of perspectives, experiences, and viewpoints.

Tough times may disproportionately impact communities of color that you serve. Pay special attention to make sure your decisions don’t have unintended consequences.
Not just for tough times...

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Questions
Resources

Summary

This collection of resources provides advice and insights that nonprofit organizations can use to successfully navigate challenging economic times.

This collection of resources shares insights and research for navigating the fiscal crisis, as well as practical advice from nonprofit organizations who have taken steps to improve their organizations’ futures.

Succeeding Through Tough Times