

Online Discussions for Nonprofit Board & Executive Staff Members



PIVOTING YOUR MISSION IN TURBULENT TIMES

**Practical ways to adapt programs & operations
to not only survive, but
to strengthen your mission in
the current environment & uncertainties ahead**

Thought Leaders:

Bob & Noel Stanek, Stanek Associates LLC
Joe Sherwood, Executive Director, Chester County Library System

Moderator:

Cierra Eckenrode, Outreach & Programs
Chester County Community Foundation

PIVOT/ADAPT EXAMPLES

SURREY SERVICES FOR SENIORS

Noel & Bob Stanek, Transition Consultants



CHESTER COUNTY LIBRARY SYSTEM

Joe Sherwood, Executive Director



Establishing fundamentals

Your last Strategic plan can inform

In-person vs virtual services

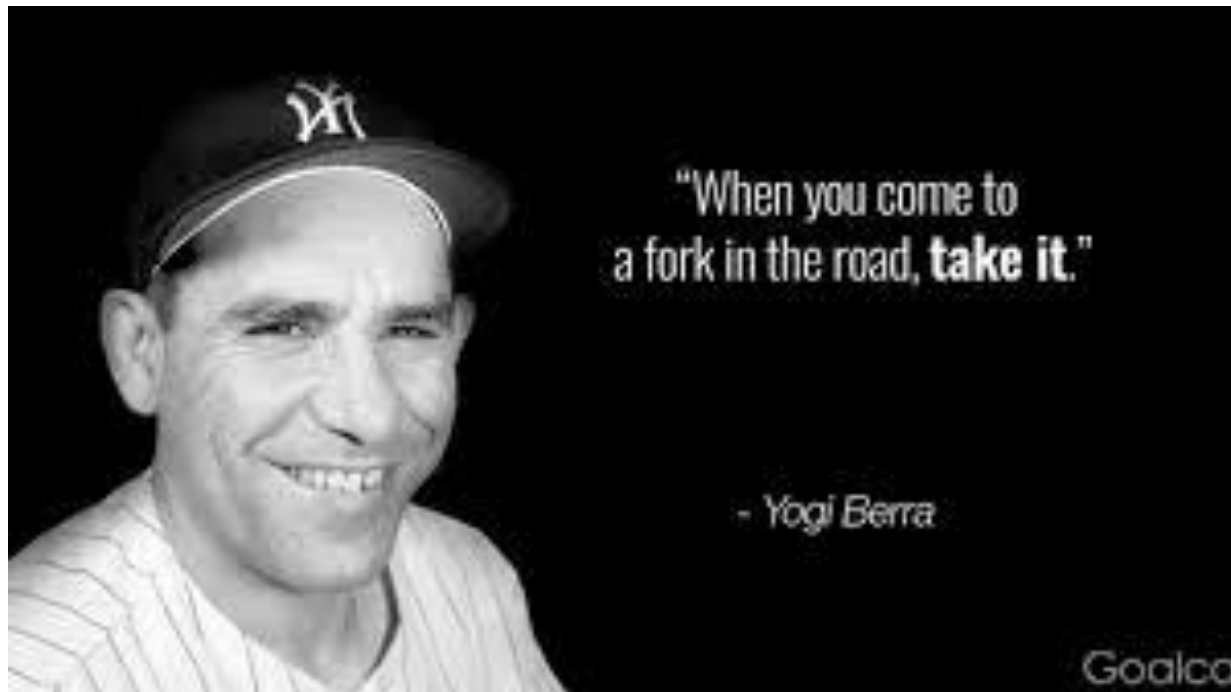
Pros & cons

Budgetary impacts/budgetary priorities

Customer satisfaction

Take-a-way: Focus on your Mission

IT IS ALL ABOUT THE MISSION



Take-a-way: Embrace change

THE PIVOT

- 1. Be decisive – Take the fork in the road!**
- 2. View situation not as a problem, but as a catalyst for positive growth.**
- 3. Focus on the Mission – find new ways to meet needs.**
- 4. Be open to new ideas – they may represent your future.**
- 5. Be honest, flexible and responsive – if something is not working, find something that does.**
- 6. Adjust plan as conditions evolve.**
- 7. Communicate, communicate, communicate.**

Take-a-way: Be a strong leader, advocate & participant

GOVERNANCE

- 1. Be true to the Mission as a guide to direct all decisions.**
- 2. Be open and support changes in plans, programs or operations that support the Mission.** *(New objectives, new KPIs, new measures)*
- 3. Be a partners in “telling the story,” extend messaging to your network.**
- 4. Be positive and supportive of management and staff.**
- 5. Be communicative with donors, clients, and other stakeholders.**
- 6. Be positive about the future, acknowledge the challenges and engage others to help move the organization forward.**

Take-a-way: Be responsive, responsible and open to change

LEADERSHIP/STAFF/VOLUNTEERS

1. **Be inclusive – use a bottom-up approach to engage the entire team.**
2. **Be responsible – assure care and protection for the health and safety of employees, volunteers, and all constituencies.**
3. **Be open and communicative – message, mediums, frequency & reach - be constant and consistent, externally and internally.**
4. **Be nimble and responsive – “wise speed.”**
5. **Be attentive – monitor activities & changing environment to adapt to changing situations.**

Take-a-way: Be fiscally conservative & prepare for any contingency

FINANCIAL RESOURCES/OPERATIONAL PLANNING

- 1. Focus on the Top Line – P/L and Cash Flow.**
- 2. Reduce the Burn Rate.**
- 3. “Cash is King” – Liquidity is critical.**
- 4. Build and rebuild contingency plans.**
- 5. Embrace shorter term flex budgets.**
- 6. Harden IT Systems – data and reporting is essential.**

Take-a-way: Use time to strengthen & develop donor relationships

PHILANTHROPY

- 1. Be responsive to donor questions and concerns.**
- 2. Search out and seize funding opportunities.**
- 3. Use this time to develop true partnerships with donors.**
- 4. Focus on what matters to donors right now – essential needs vs capital.**
- 5. Demonstrate your value and ways you have adapted.**
- 6. Communicate frequently through various means – be honest and open.**
- 7. Don't be afraid to ask for help.**
- 8. Continue to build relationships post crisis.**

Take-a-way: Remember why you exist – adapt to sustain the Mission

PROGRAMS/SERVICES/CONSTITUENTS

1. Be totally inflexible to who you serve – stay loyal to your constituents...
But, be flexible in how you serve them.

PARTNERSHIPS/COLLABORATIONS

1. Be open to partnerships and collaborations with:
 - Similar organizations
 - Complementary organizations
 - Private & public sector organizations
2. Remember that sustainability of the Mission is paramount.

Take-a-way: Adapt and Change: The Future is Now

PIVOT

- **EMBRACE THE CRISIS**
- **CAPITALIZE ON THE CHANGE**
- **TAKE THE “FORK IN THE ROAD.”**



PIVOT/ADAPT

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