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

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chescof.org/covid-19
PIVOT/ADAPT EXAMPLES

SURREY SERVICES FOR SENIORS
Noel & Bob Stanek, Transition Consultants

CHESTER COUNTY LIBRARY SYSTEM
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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

“When you come to a fork in the road, take it.”

- Yogi Berra
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.
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: Be fiscally conservative & prepare for any contingency
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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