AGENDA

• WELCOME AND GETTING ORGANIZED
• FRAMING
  • Factors supporting organizational resilience during change/crisis
  • Helpful (and less helpful) funder responses
  • How is the current situation different than past challenges?
  • Likely gaps to consider
• DISCUSSION
• WRAP-UP
Consulting to funders and nonprofits 27+ years
Approximately half of clients in Jewish sector
Every mission field, size, stage of development
Support boards and CEOs through significant change and inflection points – scaling, turnarounds, restructuring, mergers, new collaborations, strategy or mission pivots, new business plans, founder transitions
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Factors Supporting Organizational Resilience

- Financial
- Strategic/Programmatic
- Process
- Culture
- Personal
Helpful Funder Responses

- Checking in proactively, frequently
- Transparency – what is known, unknown, and when might become known
- Asking what might be helpful
- Increased flexibility in grant funds and process
- Emergency funding
- Increase support for new/immediate capacity needs
- Offering a menu of options grantees can choose from
- Increased giving beyond 5% or standard threshold
- Collective/coordinated response among multiple funders
Less Helpful Funder Responses

- Silence
- Holding back and continuing status quo – “wait and see”
- Assuming uniform needs
- Making lots of demands or “suggestions” that aren’t anchored in grantee’s unique situation
- Avoiding hard/honest conversations about likely cuts/shifts
- Changes with little lead time to adapt
How Is This Night Different From All Other Nights?

- Speed of impact
- Depth of impact
- Breadth of impact
- Number of factors adding to complexity
- Personal and collective physical and mental health impacts
- Loss of structure, ritual, connections, normalcy
Consider . . .

• Nonprofit leaders need quick help on a wide range of topics, vs. “projects”. Consider pulling together a range of providers for quick consults.

• While individualized support is highest impact, it is also challenging re: cost and availability of experts. Consider providing group access to experts where feasible (e.g., to answer immediate HR questions, to train on basic scenario planning and decision making, etc.)

• Mental health and personal resilience needs will be huge and will likely be the greatest unmet need.
What are you trying?
What are you learning?
What are you pondering?
Where do you feel stuck?

Personal reflection and action items . . .