Thrive, Survive or Die: The Crossroads of Nonprofit Organizational Resilience and Crisis Management.

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NPA 622: Nonprofit Data Analysis
Capstone Project & Integrative Seminar
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Prof. Marco Tavanti, Ph.D.
The purpose of this research is to examine why organizations thrive, merely survive or die when faced with crises.

R1. What factors and practices contribute to resilient organizational crisis management efforts?

R2. What activities can nonprofit organizations engage in to prepare for potential crises?

R3. What enables organizations to act effectively in the moment when a crisis hits?

R4. What organizational factors and practices enable organizations to come out of crisis stronger?

R5. How can nonprofit organizations apply the findings of this research project to support their efforts managing crisis situations associated with the global pandemic and build resilience for the future?
METHODS AND APPROACHES

JANUARY

Comprehensive Literature Review
- Organizational Crisis Management
- Organizational Resilience

Qualitative Data Analysis
- Semi-structured expert interviews
- Conducted virtually (Zoom)
- Participants included a diverse group of nonprofit leaders and academic researchers.

MAY

Findings & Recommendations
- Proposed model for NPO resilience
- Recommendations for NPO resilience capacities and capabilities for crisis prevention, crisis response, and sustainable NPO engagement in society
ORGANIZATIONAL CRISIS MANAGEMENT

Assessing Organizational Risk

Crisis Management Planning

Crisis Typologies

ORGANIZATIONAL RESILIENCE

Definitions

Contributing Factors

Conceptualizations

Literature Review
QUALITATIVE ANALYSIS

RESILIENCE FACTORS
- Organizational Culture
- Long Term Sustenance
- Cohesive Leadership & Governance

PREPARATORY ACTIVITIES
- Financial Health and Stability
- Risk Management Activities
- Crisis Management

EMERGING STRONGER
- Mission Driven Crisis Response Efforts
- Inclusive Learning & Reflecting
- Strategizing to thrive in “new normal”

COPING STRATEGY
- Contingency Planning
- Improvisation/adaptation
- Leadership
- Communication
- Collaborations

● Organizational Culture
● Long Term Sustenance
● Cohesive Leadership & Governance
● Financial Health and Stability
● Risk Management Activities
● Crisis Management
● Mission Driven Crisis Response Efforts
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● Leadership
● Communication
● Collaborations
IMPLICATIONS
MISSION TO MITIGATION

● NPOs should engage in activities to strengthen foundational resilience factors that enable mission achievement and in turn support risk mitigation, successful management of, and transformative learning following crises.

FROM CRISIS TO RESILIENCE

● NPOs should view resilience as a process and consider specific activities within the three phases (pre-crisis, crisis, post-crisis), that enable effective crisis management.
NONPROFIT RESILIENCE UMBRELLA

LEADERSHIP | ORGANIZATIONAL CULTURE | SUSTAINABLE ORIENTATION | FINANCIAL HEALTH | COMMUNICATIONS | IT

ACTIVITIES AlIGNED WITH MISSION, VISION & VALUES + CURRENT NEEDS OF COMMUNITY DRIVE

DECISION MAKING & STRATEGY

TIME

KNOWLEDGE INPUT

ENVIRONMENTAL SCANNING

COMMUNITY NEEDS

POST CRISIS REFLECTION & LEARNING

PRE-CRISIS PHASE

PROACTIVE ACTION

ANTICIPATION

RISK MANAGEMENT

CRISIS MANAGEMENT PLANNING

ESTABLISHING POLICIES & PROCEDURES

CRISIS PHASE

CONCURRENT ACTION

COPING & ADAPTATION

MOBILIZATION OF CRISIS TEAM

INITIATION OF CRISIS MANAGEMENT PLAN

ENGAGEMENT IN CONTINGENCY PLANNING

POST-CRISIS PHASE

REACTIVE ACTION

TRANSFORMATION

COLLECTIVE REFLECTION

INCLUSIVE LEARNING

RE-STRATEGIZE

KNOWLEDGE OUTPUT
<table>
<thead>
<tr>
<th>NONPROFIT RESILIENCE FACTORS</th>
<th>PHASES OF CRISIS MANAGEMENT</th>
<th>NONPROFIT RESILIENCE UMBRELLA</th>
<th>Organizational activities in alignment with mission, vision &amp; values. Needs of community drive decision making &amp; strategy</th>
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<tbody>
<tr>
<td></td>
<td>CRISIS Concurrent Action (Coping &amp; Adaptation )</td>
<td>- Autonomy</td>
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<td></td>
<td>POST-CRISIS Reactive Action (Transformation)</td>
<td>- Timely</td>
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<td>- BOD/Staff guidance and support</td>
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<td>- Initiation of crisis management plan</td>
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<td>ORGANIZATION CULTURE</td>
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<td>ORGANIZATION CULTURE</td>
<td>Open to change, Adaptation &amp; adjustment</td>
<td>Engagement in reflection and learning</td>
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<td>- Risk Aware</td>
<td>- Culture embracing creativity &amp; Innovation</td>
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<td>- Open to change.</td>
<td>- Opportunity seeking</td>
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<td>FINANCE</td>
<td>- Change accepting</td>
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<td>FINANCE</td>
<td>Financial awareness</td>
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<td>- Adequate Unrestricted Funding</td>
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<td>- Sustainable fundraising and resource development practices</td>
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<td>COMMUNICATIONS</td>
<td>Establishing communication and stakeholder engagement strategies on variety of platforms</td>
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<td>- Establish communications with media and press</td>
<td>Post-crisis reviews of crisis communications strategy to guide future efforts and identify areas for improvement.</td>
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<td>- Conduct regular Public relations training with key organizational spokesperson</td>
<td>Communicate crisis review, learnings and following action plan with stakeholders</td>
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<td>- Establish Crisis communications strategy as part of crisis management</td>
<td>Continue to report on positive organizational activities and news</td>
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<td>CONTINGENCY PLANNING</td>
<td>Initiate crisis communications strategy to match given crisis typology (strategy/messaging templates/contact information).</td>
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<td>PLANNING AND ADJUSTMENT</td>
<td>- Steal thunder- be first to report when possible</td>
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<td>ALLOCATION OF RESOURCE FUNDING</td>
<td>- Ensure communications/information is fact checked.</td>
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<td>TO FUND CRISIS RESPONSE EFFORTS</td>
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<td>CRISIS MANAGEMENT ACTIVITIES</td>
<td>PRE-CRISIS Proactive Action (Anticipation &amp; Preparation)</td>
<td>CRISIS Concurrent Action (Coping &amp; Adaptation)</td>
<td>POST-CRISIS Reactive Action (Transformation)</td>
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| **CRISIS MANAGEMENT PLANNING** | • Risk management (guides policies/procedures/crisis management plan)  
  • Crisis management planning (scenario bases)  
  - Crisis communication team  
  - Crisis communications plan | • Select and initiate appropriate plan for given situation | • Reflection and assessment of crisis management plan effectiveness  
  • Lessons feedback into establishment of renewed crisis management plan  
  • Investment in additional required trainings |
| **POLICIES & PROCEDURES** | • Risk assessment guides development policies and procedures to match organizational activities.  
  Nonprofit Policy Essentials:  
  - Whistleblowers  
  - Fundraising/Gift acceptance/Investing  
  - Safeguarding  
  - Up-to-date Bylaws  
  - Anti-discrimination  
  - Conflict of Interest Policy  
  - Document/data retention | • Ensure key policies and procedures are followed if applicable in crisis situation  
  • Be willing to adapt policies during crisis if it promotes the safety & wellbeing of staff/stakeholders/public. | • Implement new/ policy changes identified in the organizational learning process.  
  • Adjust/create new policies required in new operating environment i.e., cyber security for remote working or staff wellbeing guidelines for remote working/ reintroduction to office space guidelines etc. |
REFERENCES


The events of recent years have highlighted the increased need for nonprofit organizations to develop competencies in crisis management and engage in activities to promote resilient responses when crisis occur. Through the examination of existing literature on organizational resilience and crisis management, and the qualitative analysis of interviews with experts in the field, this project provides a model for NPO resilience to aid the development of resilience capacity and capabilities to aid the prevention and effective handling of the various reputational and operational crisis typologies that NPOs may face.

**SUMMARY**

The purpose of this research is to examine why organizations thrive, merely survive or die when faced with crises.

**PURPOSE**

The purpose of this research is to examine why organizations thrive, merely survive or die when faced with crises.

**METHODS**

1. Comprehensive literature review
2. Qualitative Analysis of semi-structured interviews
3. A model for Nonprofit Resilience & accompanying recommendations to aid the development of resilience capacity & capabilities

**REFERENCES**


I would like to take this opportunity to thank the interview participants for their time and willingness to participate in this research project.

Thank you to my professors, cohort, and wider MNA community for supporting me through this project and the program. I have learned so much from you all.

And Finally, thank you to everyone who has taken the time to attend our presentations this evening.

Comments or Questions?