

10 Steps to Effective Crisis Response

Interim
Executive
Solutions



ACTION	DETAILS
<p>1. Face the Facts</p>	<p>Find the facts quickly</p> <ul style="list-style-type: none"> ✓ Conduct an independent investigation ✓ TRUST BUT VERIFY <p>Identify and act decisively regarding</p> <ul style="list-style-type: none"> ✓ Bad habits ✓ Bad assumptions ✓ Bad actors ✓ Bad decisions <p>Follow the money</p> <ul style="list-style-type: none"> ✓ Get professional help if needed for a forensic audit ✓ Pay Your bills (at least some of them) as promised ✓ Rebuild financial credibility
<p>2. Admit Culpability: It's cheaper in the long run</p>	<p>Hire a PR firm with experience in crisis management</p> <ul style="list-style-type: none"> ✓ Use the Magic Words "I'm Sorry" ✓ Create a Fresh Start ✓ Wear out the Mantra: "That was then; this is NOW!"
<p>3. Build a Plan: Share it Widely</p>	<p>Revisit the Mission Statement</p> <ul style="list-style-type: none"> ✓ Clarify: is it still operational? ✓ Revise if needed <p>Identify the steps and timeline for "success"</p> <ul style="list-style-type: none"> ✓ How long will it take? ✓ What change is required? ✓ How much will it cost? ✓ Where will it come from? ✓ How will we recognize "success"? <p>Post the Plan</p> <ul style="list-style-type: none"> ✓ Website – email – Facebook – Twitter - Newsletters ✓ Internal staff bulletin boards ✓ Official reports and correspondence ✓ Local press, if available <p>Adapt to Events - Abandon Unworkable Elements Quickly</p> <ul style="list-style-type: none"> ✓ Go back to the Magic Words ✓ Restate the Plan and Schedule
<p>4. Make Change: Take Bold Action Early</p>	<p>Positive Actions</p> <ul style="list-style-type: none"> ✓ Find at least one good thing to do and DO IT ASAP ✓ Seek new programs, new activities <p>Negative Actions</p> <ul style="list-style-type: none"> ✓ Separate troublemakers ✓ End deficit programs however popular

<p>5. Strengthen Governance</p>	<p>Improve board structures and processes</p> <ul style="list-style-type: none"> ✓ Update the By Laws and Articles of Incorporation ✓ Meet regularly and often ✓ Insist on active Committees – Finance, Executive ✓ Recruit new Board members ✓ Build a positive record - minutes <p>Use technical tools to relieve Board burdens</p> <ul style="list-style-type: none"> ✓ Board only website - get them timely information ✓ Conference calls for committees ✓ Call in option to Board meetings <p>Reflect and Communicate</p> <ul style="list-style-type: none"> ✓ Insist on a unified voice – the Board Chair speaks ✓ Conduct an honest Board self-assessment ✓ Say thanks often - Board membership is thankless
<p>6. Upgrade Staff</p>	<p>Improve staff structures and processes</p> <ul style="list-style-type: none"> ✓ Complete formal performance evaluations ✓ Improve Staff Leadership - middle and senior management ✓ Relieve anxiety ✓ Invest them in the future
<p>7. Rebuild Funder Relations</p>	<p>Improve communications</p> <ul style="list-style-type: none"> ✓ Face time - present the plan ✓ Make promises, keep promises, maintain contact ✓ Stress cost of service replacement - they have an investment ✓ Present them as turnaround agents - YOUR success is THEIR success
<p>8. Check Your Legal Back</p>	<p>Find a good lawyer</p> <ul style="list-style-type: none"> ✓ Cooperate with law enforcement <p>Attend to HR: head off internal jackals</p> <ul style="list-style-type: none"> ✓ Stand firm against external pirates
<p>9. Talk to the Press: Communicate/ Communicate/ Communicate</p>	<ul style="list-style-type: none"> ✓ Request a meeting with critical editors ✓ Use letters to the editors ✓ Create positive news events ✓ Use expanded news vehicles: radio, web sites, other media ✓ Ask funders to issue positive press ✓ Involve staff in community relations ✓ Tell your story to clients
<p>10. Use Core Values to Move to a Bright Future</p>	<ul style="list-style-type: none"> ✓ Articulate Core Values – What do you do best in the world? ✓ Identify what it takes to get there ✓ Unify Staff and Board in a common future vision ✓ Seek new leadership to get there ✓ Choose a new leader and a new future