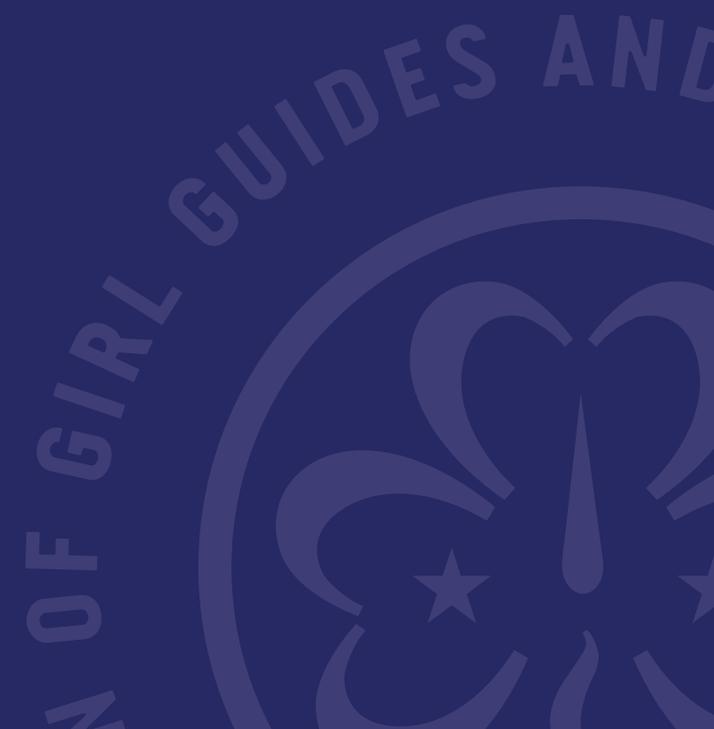


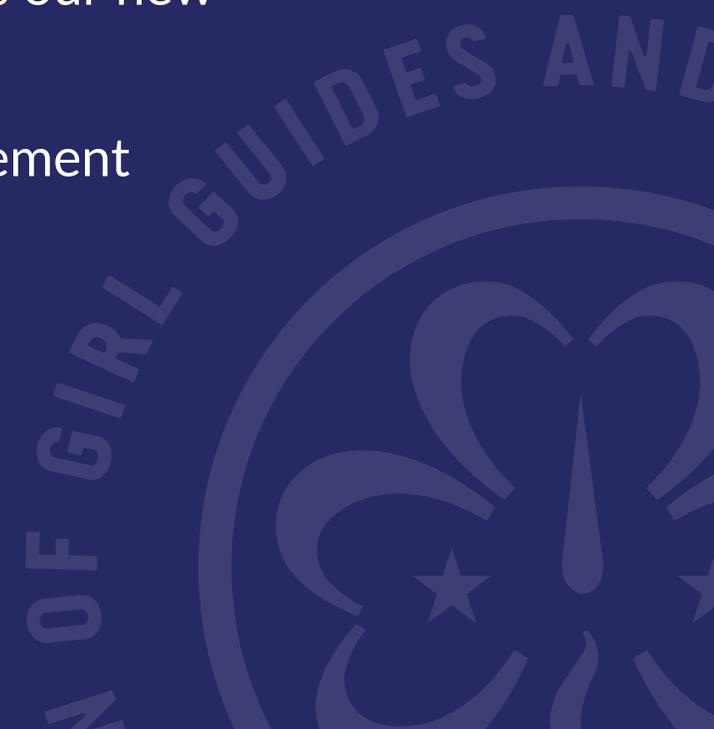
TESTING YOUR STRATEGY FOR AN UNANTICIPATED CRISIS

COVID19 FRAMEWORK



Session Objectives

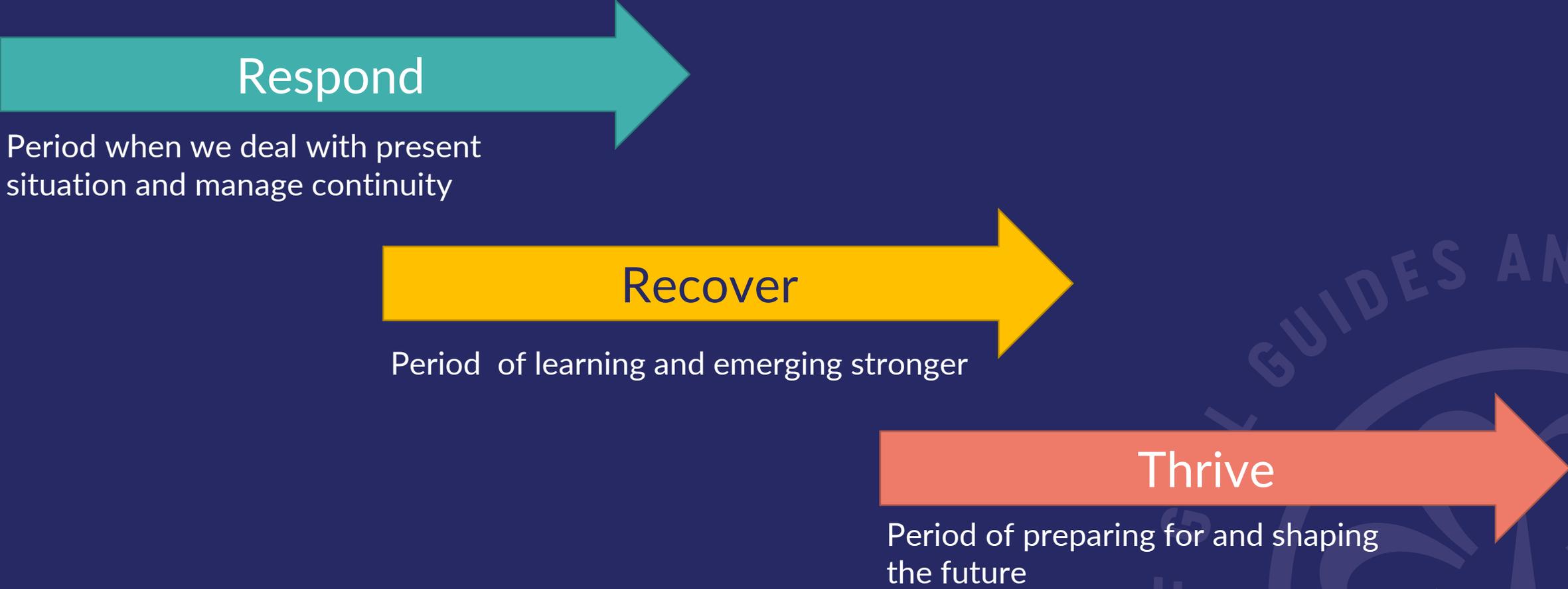
- Examine the impact of unexpected situations in your Member Organisation
- Gain a deeper understanding of the MO's position as a result of the unexpected external crisis situation
- Determine immediate strategic initiatives or adjustments to address our new reality
- Begin to identify a longer-term strategy in alignment with the Movement strategy





LET'S NEVER FORGET: OUR PROMISE TO GIRLS

Progression for Crisis Recovery is Evolutionary



Respond

Period when we deal with present situation and manage continuity

Recover

Period of learning and emerging stronger

Thrive

Period of preparing for and shaping the future

Quick and Yet Careful: Good Strategy / Bad Strategy

Good Strategy



- **Diagnosis:** an explanation of the nature of the challenge; a good diagnosis simplifies the often overwhelming complexity of reality by identifying certain aspects of the situation as being the critical ones
- **Guiding policy:** an overall approach chosen to cope with or overcome the obstacles identified in the diagnosis
- **Coherent actions:** steps that are coordinated with one another to support the accomplishment of the guiding policy

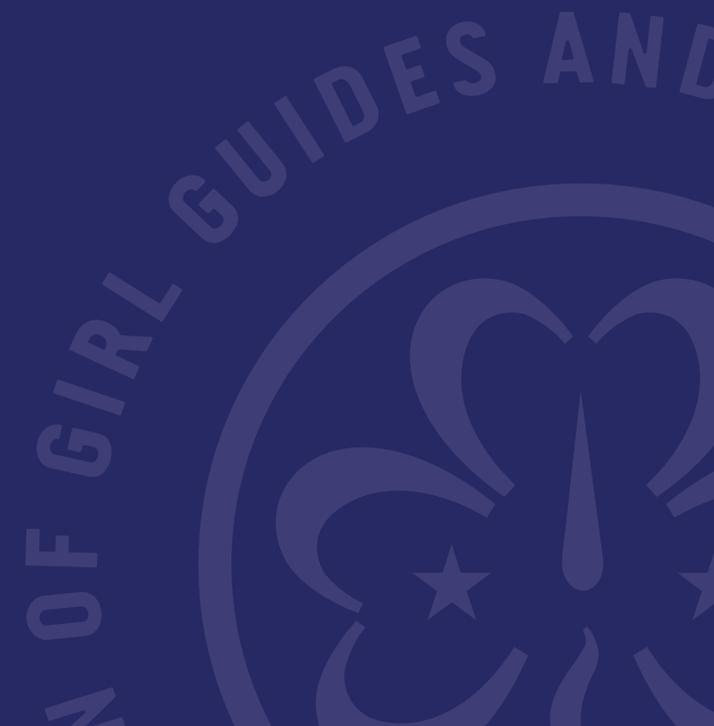
Bad Strategy



- **Failure to face the challenge:** an organization that cannot recognize & define the challenges will not be able to improve upon them
- **Mistaking goals for strategy:** having statements of desire rather than plans to overcome obstacles
- **Bad strategic objectives:** a long list of things to accomplish that fail to address the few critical issues
- **Fluff:** a form of gibberish masquerading as strategic concepts or arguments; it uses buzzwords masking an absence of substance

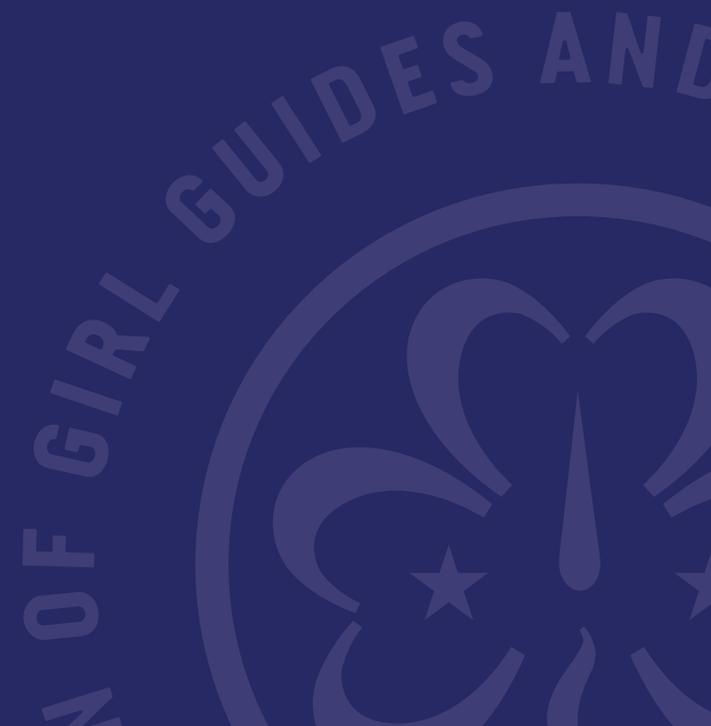
Five Key Steps to progress from Respond to Thrive

1. Gather the response team
2. Review and update data
3. Prioritize challenges and responses
4. Plan options for recovery
5. Act promptly and communicate effectively and consistently



Step 1: Gather the Response Team

- Lead paid staff
- Chief Commissioner
- Members of the board
- Other staff and volunteers appropriate to the crisis.



When meeting with the Response Team

- Be mindful of your personal well-being
- Acknowledge and express empathy and compassion for each person's individual situation
- Set a calm methodical approach
- Define the non-negotiables
 - *Our mission*
 - *Safety*
 - *Our promise to the girls,*
- Build in communication and stakeholder engagement strategies from the beginning!

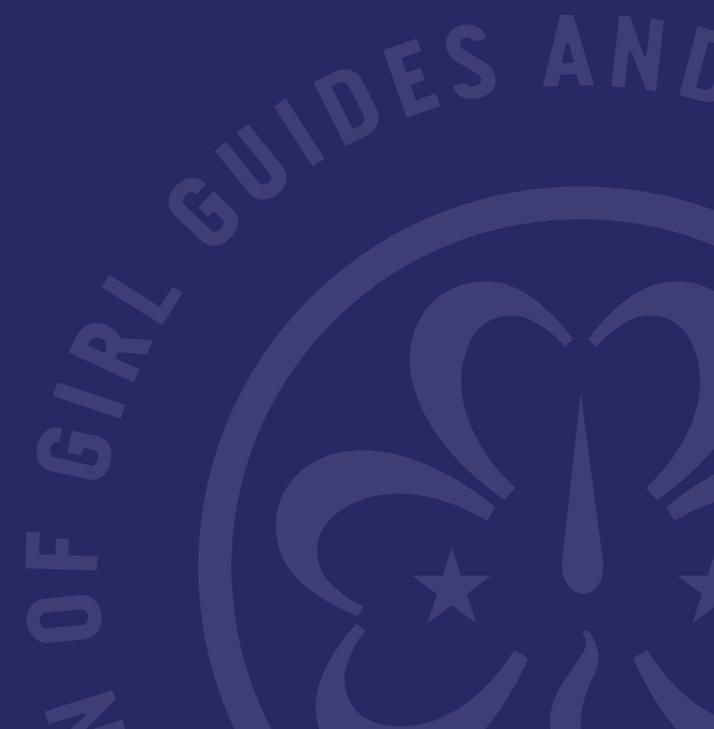


Step 2: Review and Update Data

- Increase your information consumption
 - Update the data collected during your strategic planning process
 - Update your supporting data.
- Focus on changes in the data resulting from the crisis.

Data Provides Facts!

Membership (Girls, Adults)
Volunteer Support
Program delivery
Brand/"visibility"
Finance
Fund Development and Philanthropy
Organizational Structure
External Environment

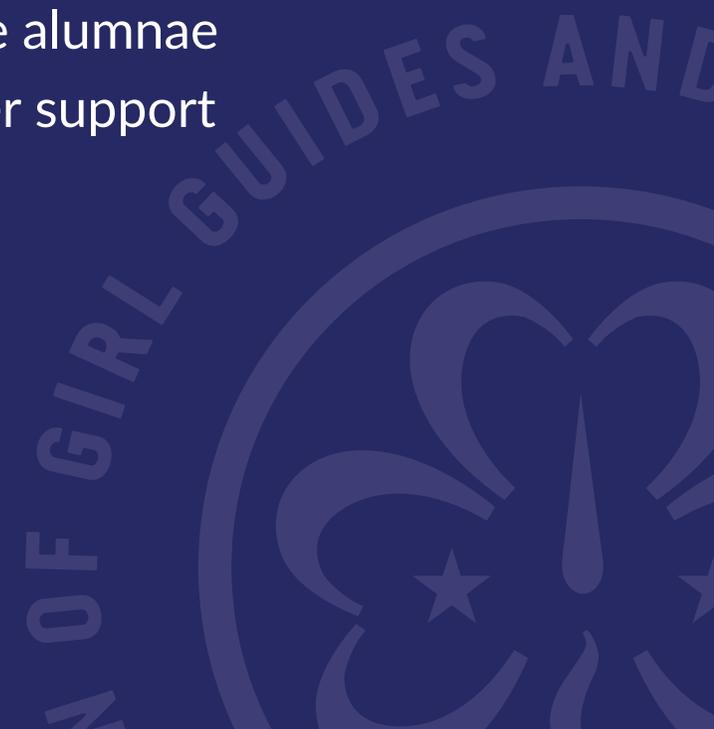


Membership

- Overall girl membership
 - Troop/Group membership by levels
 - Alternative Program Delivery participation by levels
 - % girls in need of financial support
- Overall adult membership

Volunteer Support

- Number of volunteers
 - Troop/group leaders
 - Other
- Number of active alumnae
- Existing volunteer support

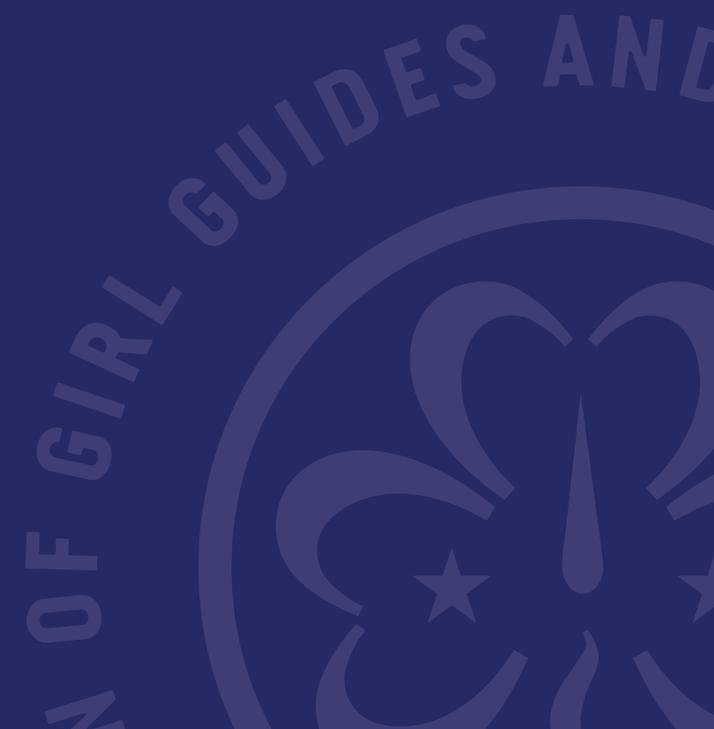


Program Delivery

- Number of programs offered
 - By level
 - By type (e.g. virtual, events, camps)
- Number of programs canceled as result of unexpected events
 - By level
 - By type (Free to Be, YESS, Stop the Violence)
- Number of new virtual programs offered as result of unexpected events
 - By level
- List of properties
 - By type

Brand / 'Visibility'

- Existing outreach programs
- Existing media outlets
- Existing social media resources



Financial Resources

- Income mix
 - Program fees
 - Equipment sales
 - Product sales
 - Facility rental
 - Philanthropy, etc.
 - Product sales
 - Reserve funds
 - Portfolio
- Fixed costs
 - Personnel
 - Insurance premiums
 - Facilities, etc.

Fund Development and Philanthropy

- Number and amount of designated operating gifts
- Number and amount of capital gifts
- Number of planned gifts
- Source of gifts. by type (e.g., annual, monthly, online)
- Top external funders & amount of last year's donation
- Top donors & amount of last year's donation

Organizational Structure

- Staffing
 - Number of part-time staff
 - Number of full-time staff
- Governing documents
 - Dates when last visited/revised
 - Legal mandates/restrictions for new ways of work (e.g. virtual meetings)

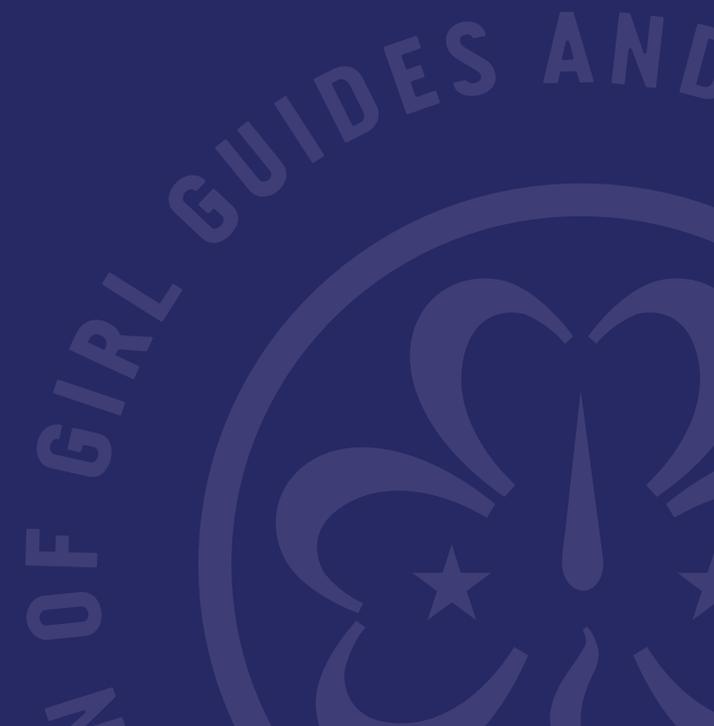
Our External Environment

- Schools – Number open and/or Number virtual
- Troop meeting sites – Number open and available
- Existing social support/"safety net" options
- Representative community resources



Update Your Data

- Review your current data then update:
 - Current Challenges
 - Updated Data
 - Action Plan
 - Resources Needed
 - Responsible Person
 - Revised/Adjusted Target Date

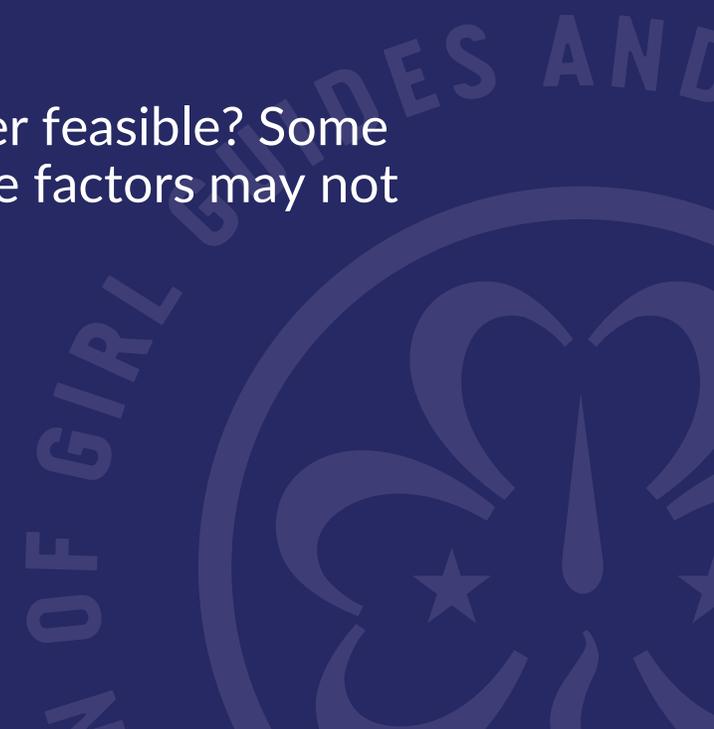


Step 3: Prioritize Challenges and Responses

- Capture Opportunities
- Deflect Threats
- Evaluate your current plans in terms of feasibility during and post-crisis.

Are there elements in your plan that are no longer feasible?

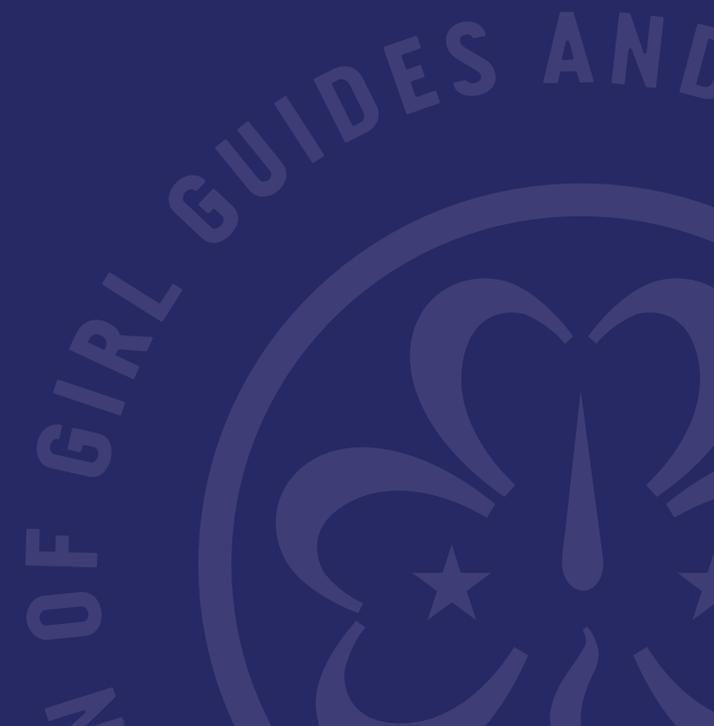
- If you can't do anything about those elements – move on.
- Are there some factors that make your plan component no longer feasible? Some factors may have positive impact on choices you can make. Some factors may not affect business in any way.



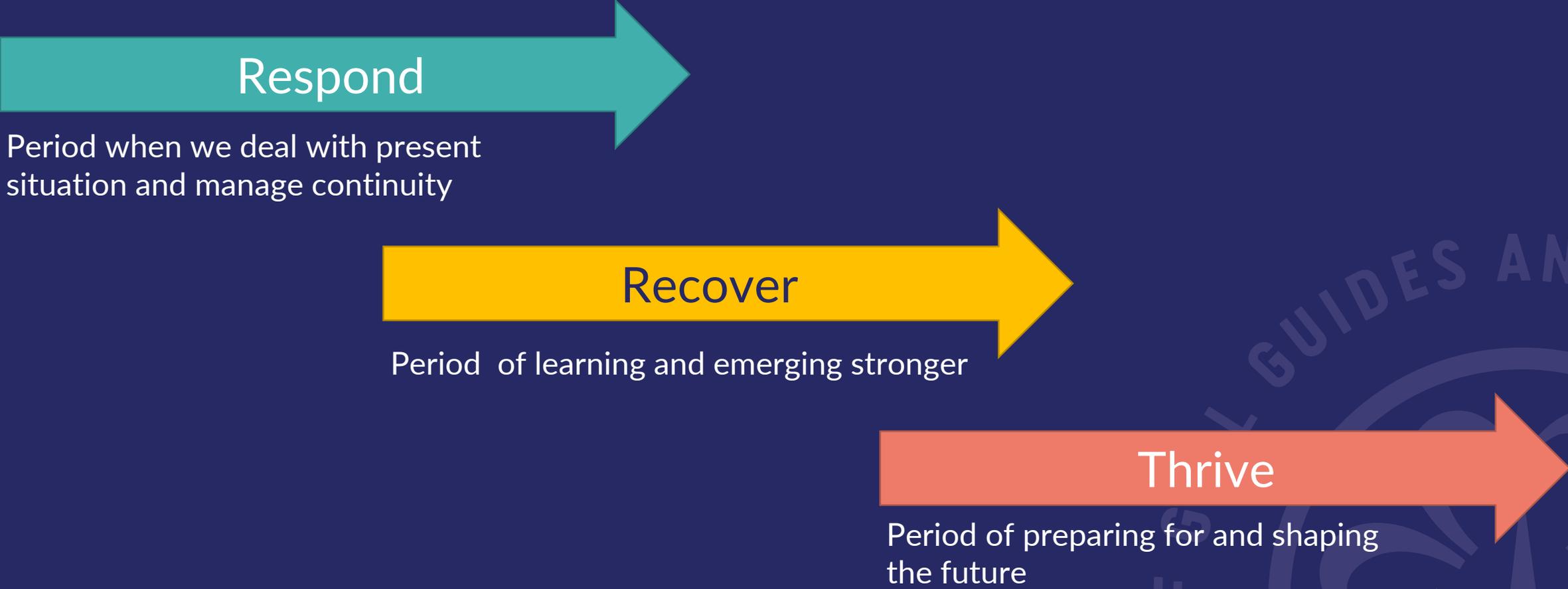
Step 4: Planning Options for Recovery

We have the data and the answers to “Where are we now?”

- Now we need to look at where we want to be in
 - One month?
 - Three months?
 - Six months?
 - Next year?
- How will we get there?
- Cannot predict the future
 - Scenario X
 - Scenario Y
 - Scenario Z



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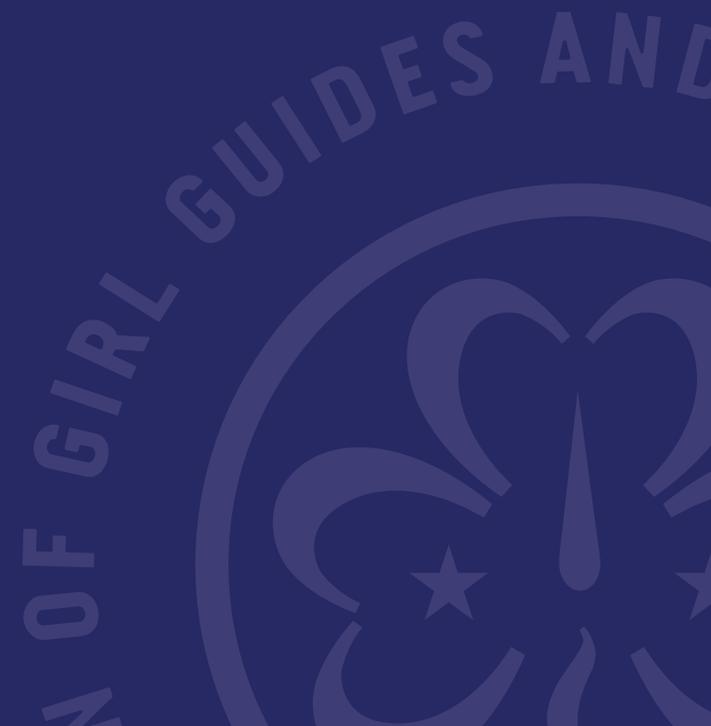
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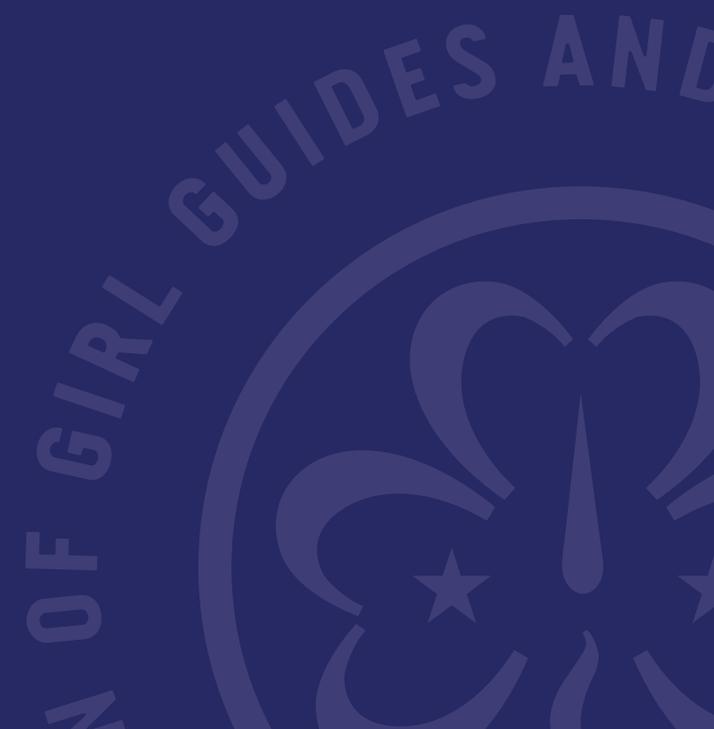
Step 5: Act Promptly and Communicate

- Implement an *engagement and communication plan* with key stakeholders - internal and external.
- Communication should be *Prompt, Effective and Consistent*.
- Update plan and communication, as needed.
- Provide opportunity for questions and two-way communication.
- Your communication has *two purposes*:
 1. *Inform the stakeholders*
 2. *Thank the stakeholders*



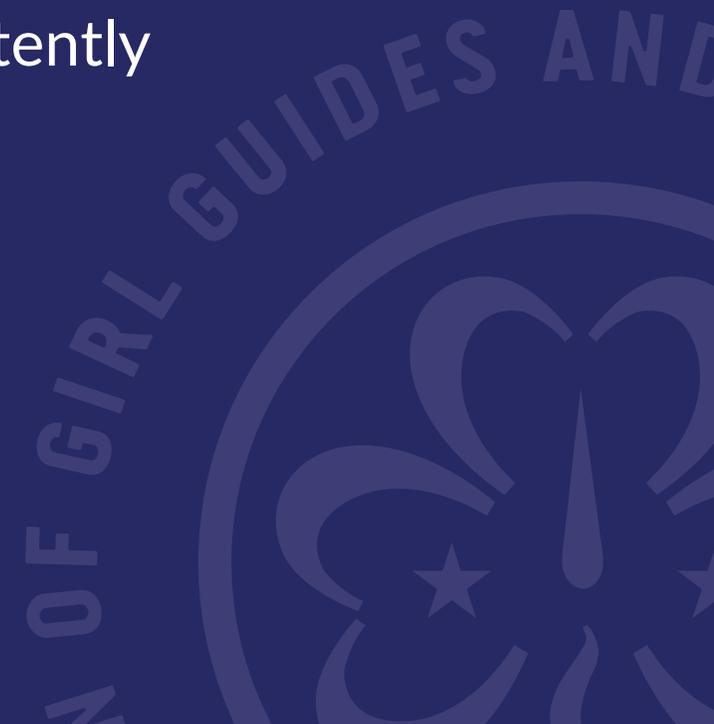
We are all in this together!

Effective and honest communication is key to building trust.



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Let's Never Forget: Our Promise to Girls



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