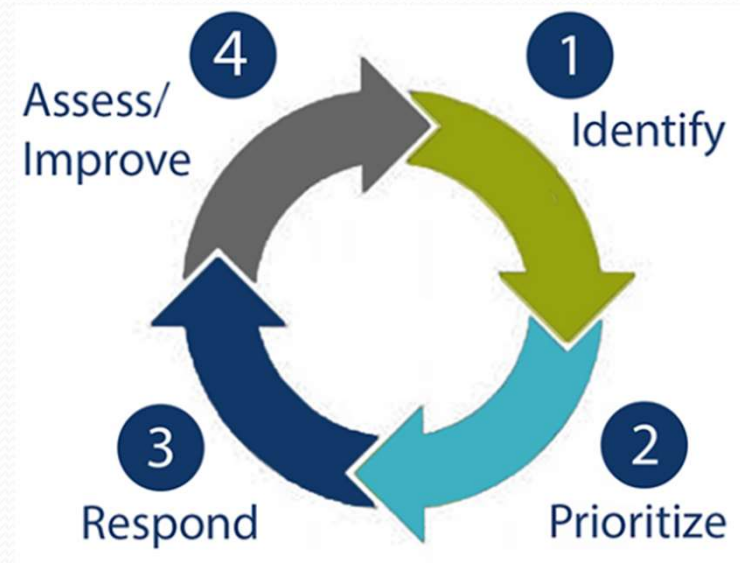


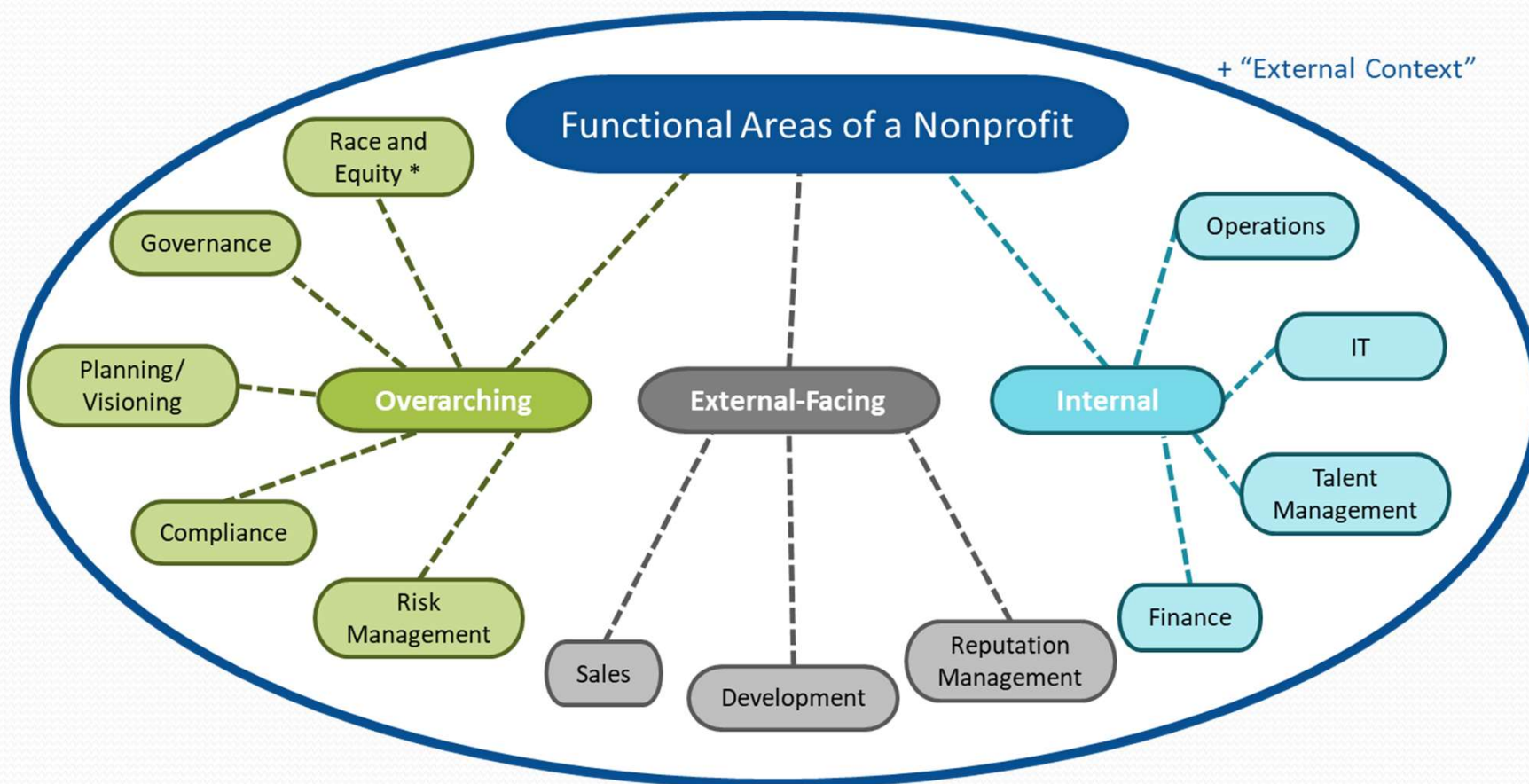
Resilience and Risk Management Training Reference Materials

Definition of risk management

If you have a practice of regularly **identifying** risks, **prioritizing** them, **dealing** with them, and doing that **over and over** again, you have a risk management process.

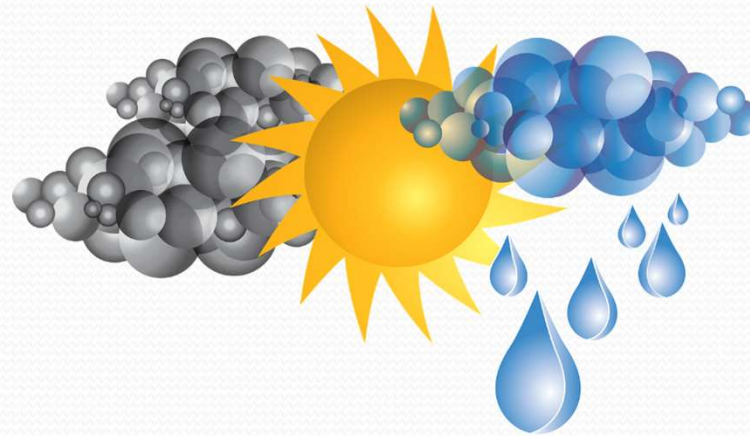


Functional Areas of a Nonprofit



* Threats and Opportunities relating to race and equity should be sought in every functional area.

Team Prioritization (Round 1)



Probability of Occurrence

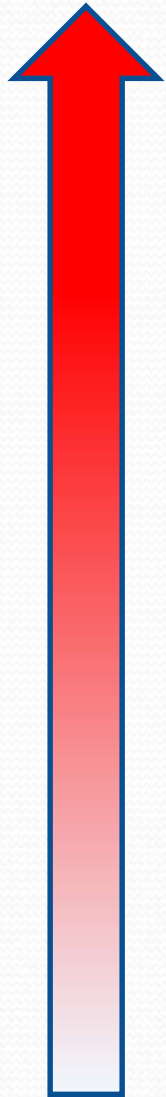


Speed of Onset



Severity of Impact

Prioritization Rubric for CEO/ED (Round 2)



Critical issues

- Legal liability
- Health and safety of employees or customers/clients
- Violate our values or sound ethical practices

Address promptly

- Ambiguity about legal obligations, core values, or sound ethical practices
- Evidence of unhealthy culture
- Exposure to significant reputational harm
- Exposure to significant (for us) financial loss
- Areas of employee complaint or disgruntlement

Investigate

- Evidence of mission drift
- Evidence of failure to meet plans
- Ambiguity about plans to accomplish mission
- Ambiguity about mission

Explore

- Areas of potential mission expansion that may serve customer or organizational needs
- Areas of potential new initiatives that fit existing mission
- “Moon shots” that deserve discussion and consideration
- Potential changes to processes that may materially improve performance
- Lack of documented processes
- Inefficient or ineffective processes
- Evidence of lax procedures
- Settled practice that’s not been reconsidered in light of potentially changed circumstances

Potential Countermeasures



Broader – Key Commitments

- Risk management is a process.
- Awareness trumps ignorance.
- Simple trumps complex.
- Mistakes are necessary, but making the same mistake repeatedly is not.
- We can never be perfect, but we can always improve.
- What gets measured gets done.
- To cement lasting commitment throughout the organization, risk management leadership must come from the top.
- Context is critical.
- We need risk management goals.

Moving Forward

- Staff meetings –what's the cadence, and at what level?
- How are you going to tell if this is working – what are your personal, practical metrics?
- When engage the board?
- What to do about left over (unranked) risks?