

# ORGANIZATIONAL CRISIS RESPONSE

INTRODUCTORY WEBINAR



**THIRDPLATEAU**  
SOCIAL IMPACT STRATEGIES

MARCH 26, 2020

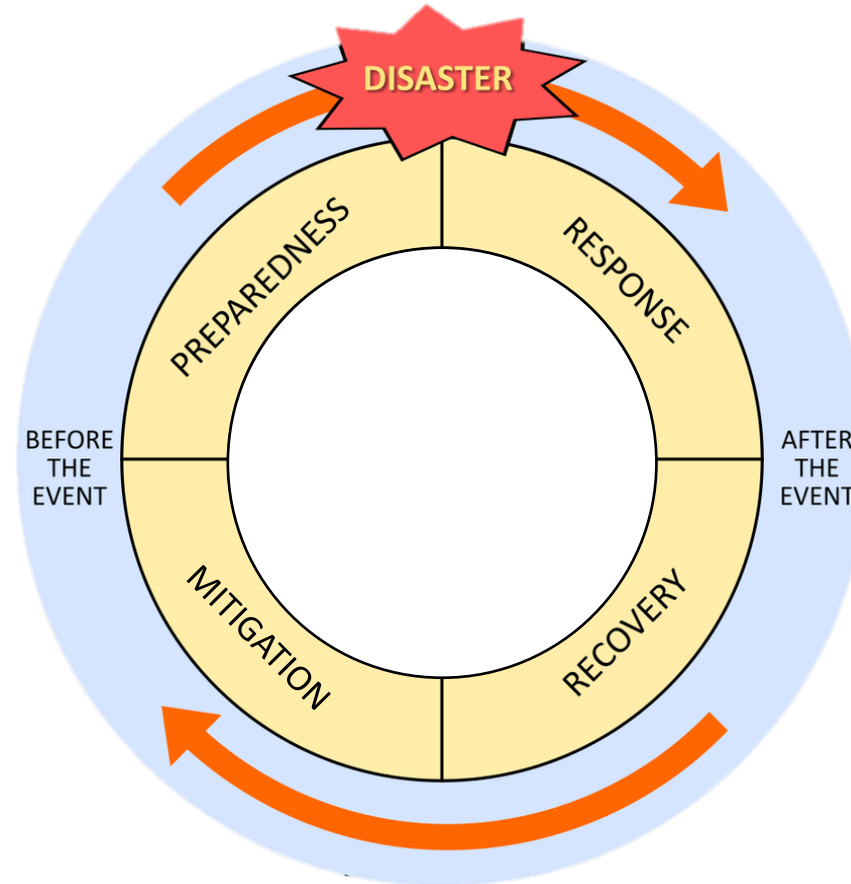


# WHAT TODAY'S WEBINAR WILL COVER

1. The *what* and *how* of disaster cycle management
2. Navigating the COVID-19 pandemic and its impact on your organization, programming, and target population
3. Mitigation planning and preparedness and contingency planning for what's likely to come next

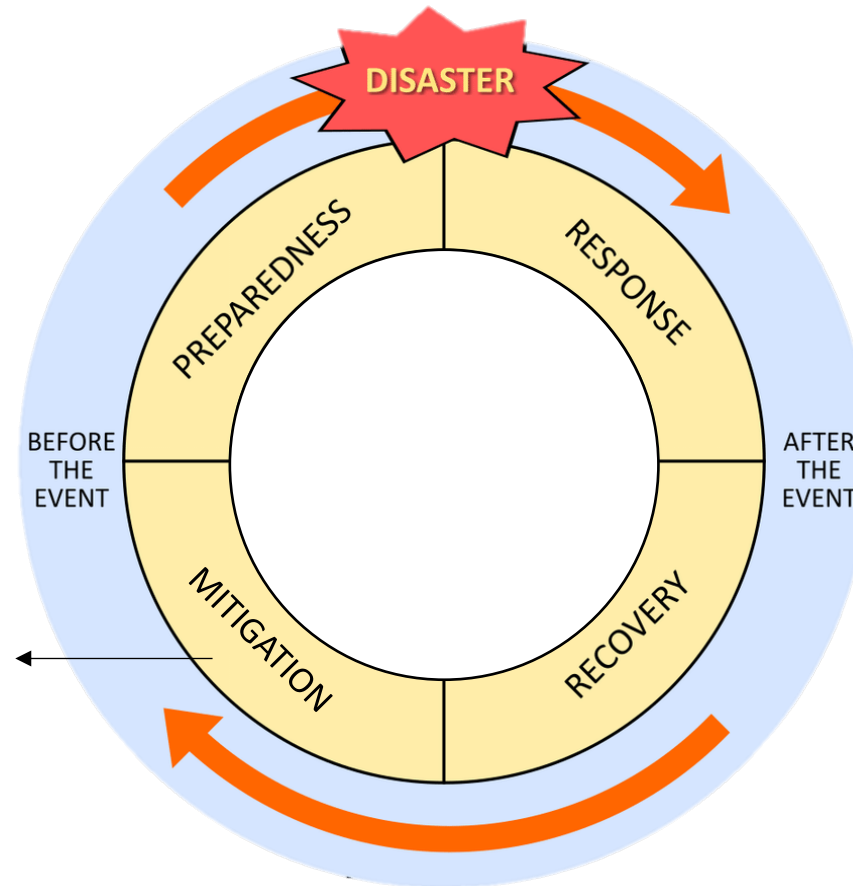


# DISASTER CYCLE MANAGEMENT



Disaster cycle management is the continuous process of anticipating, dealing with, and minimizing or avoiding risks.

# DISASTER CYCLE MANAGEMENT



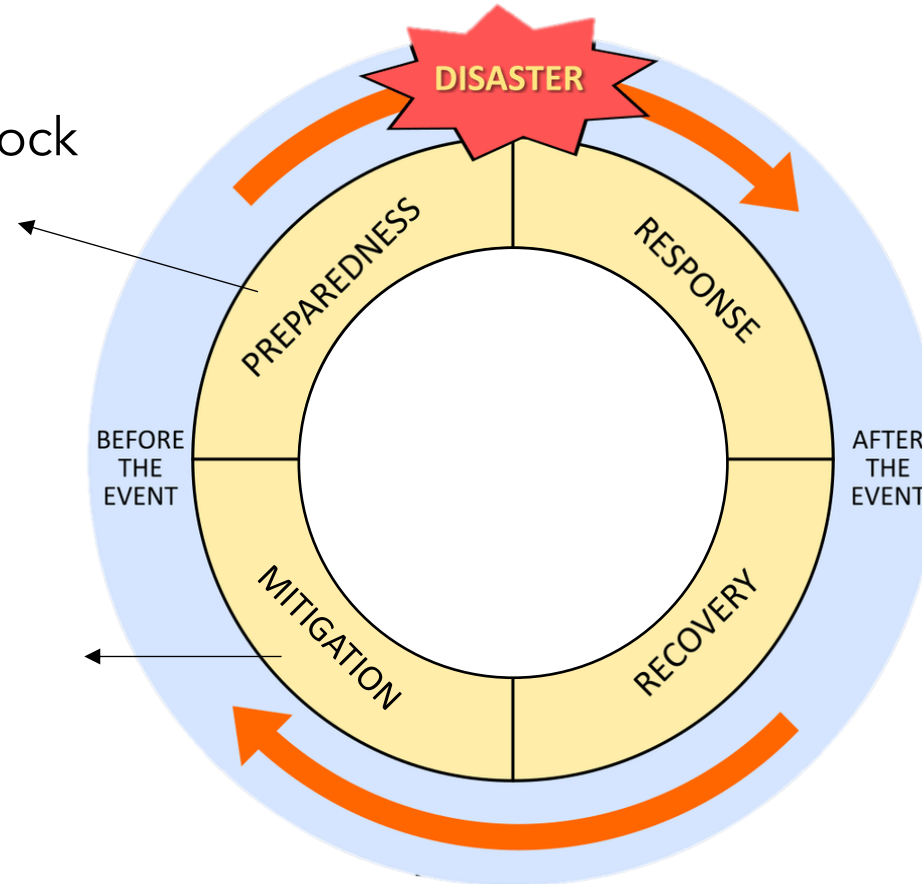
Actions and plans to reduce the vulnerability and impact of (or altogether prevent) anticipated future shocks



# DISASTER CYCLE MANAGEMENT

Plans made before a shock to help get ready.

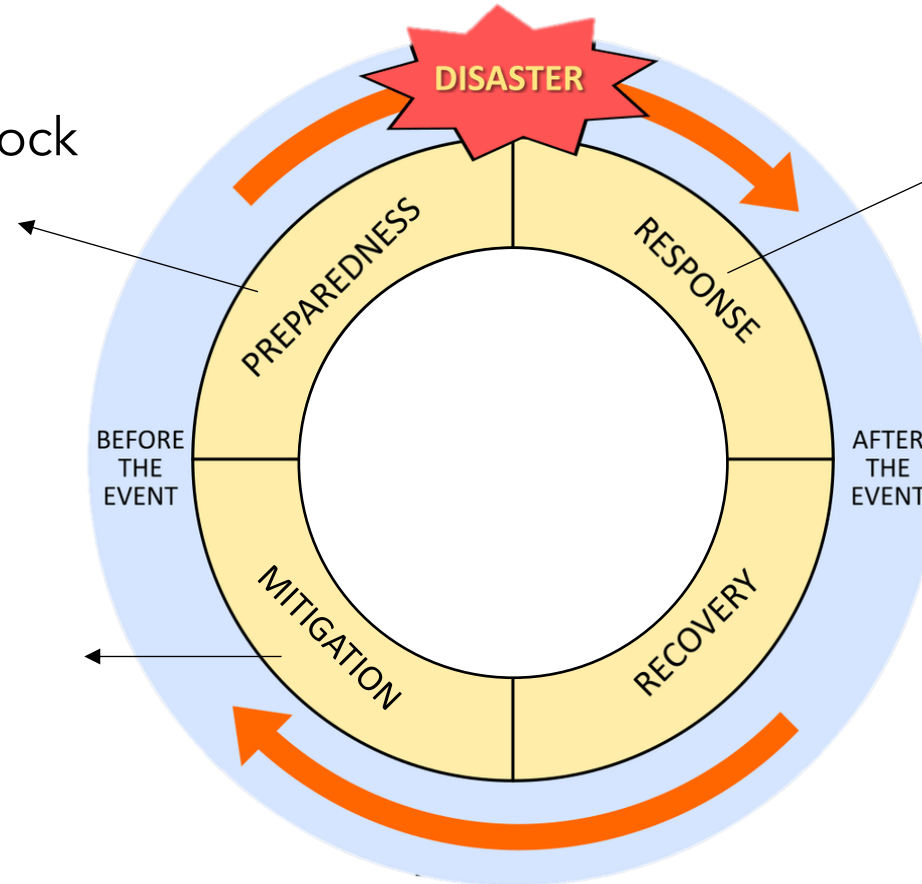
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# DISASTER CYCLE MANAGEMENT

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Actions taken during or immediately following a shock.



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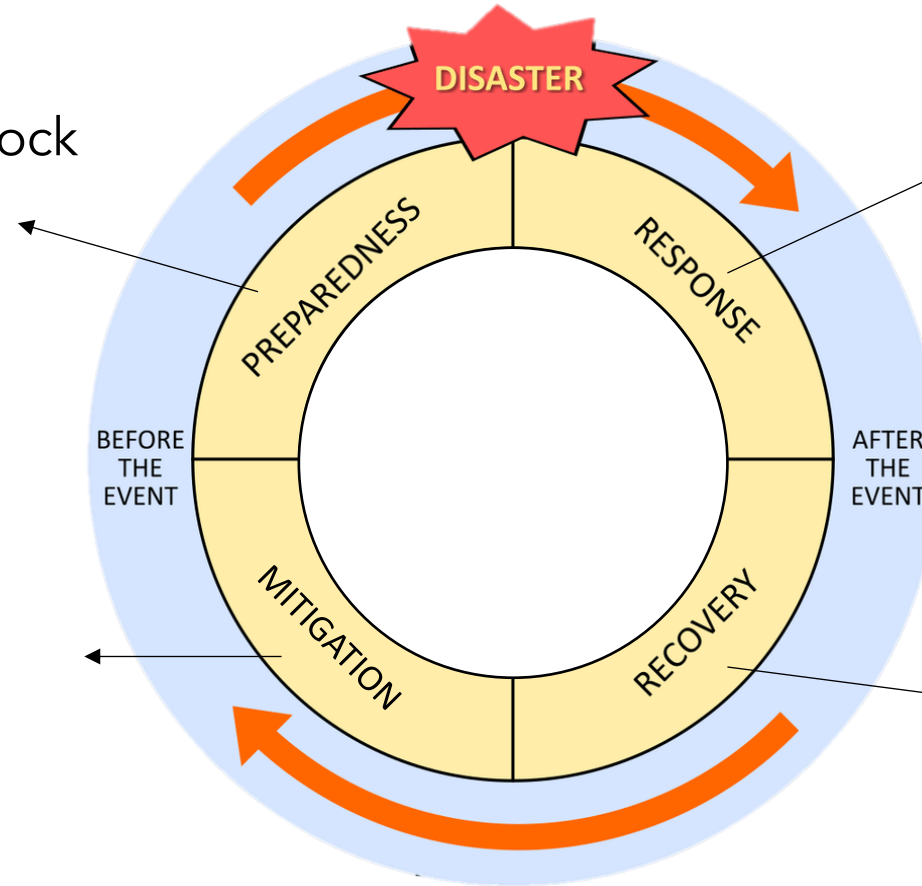
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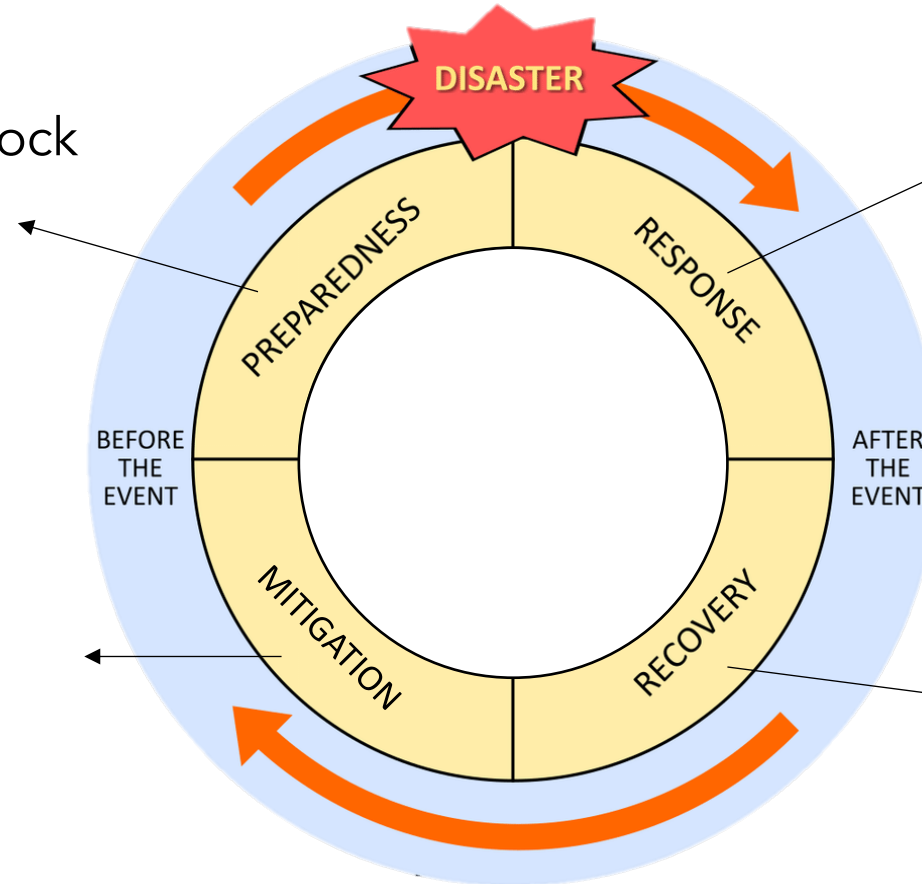
Actions to return to the pre-shock state (or better)



# DISASTER CYCLE MANAGEMENT

Plans made before a shock to help get ready.

Actions and plans to reduce the vulnerability and impact of (or altogether prevent) anticipated future shocks.



Actions taken during or immediately following a shock.

Actions to return to the pre-shock state (or better).



# WHAT'S DIFFERENT DURING AND AFTER A LARGE-SCALE CRISIS LIKE COVID-19?

- Our brains operate differently; decision-making and behavior are erratic.
  - Everyone, everywhere is feeling the shocks.
  - Information is rapidly contextually invalid.
- Cascading impacts make long-term planning increasingly difficult.
- Problems that existed in a “normal” context might not be relevant, and a crisis context creates new problems.
  - What was previously the unexpected has become the expected, and we can plan for it.





SO, WHAT DO YOU NEED TO DO RIGHT  
NOW?



# RESPONSE PHASE

## STEP ONE: Rapid Needs Assessment

- Clearly, things have changed. But how?
- Your organization is being impacted internally and externally. You need to understand both.

STEP TWO: Response planning

STEP THREE: Implementation





# RESPONSE PHASE

## STEP ONE: Rapid Needs Assessment

*Things to keep in mind for the EXTERNAL rapid needs assessment:*

1. Everyone's time is at a premium right now – don't waste it.
2. Your audience is experiencing traumatic stress right now – be empathetic.
3. Marginalized communities are likely being impacted more severely – keep diversity, equity, and inclusion front of mind.



# RESPONSE PHASE

## STEP ONE: Rapid Needs Assessment

*Categories for INTERNAL rapid needs assessment:*

1. Staff safety and wellbeing
2. Logistics and operations
3. Staff capacity
4. Finances
5. Leadership
6. Communications
7. Information systems



# RESPONSE PHASE

## STEP TWO: **Response Planning**

1. Base your decisions on your rapid needs assessment.
2. Think like an entrepreneur.
3. Build feedback loops.
4. Be transparent.
5. Always keep your organization's north star in mind.
6. Lean into your organizational values.





# RESPONSE PHASE

STEP THREE: **Implementation**

Get. To. Work.





THE DISASTER IS STILL UNFOLDING.  
HOW CAN YOU PLAN FOR WHAT'S NEXT?







# MITIGATION AND PREPAREDNESS PHASES

STEP ONE: General risk assessment

- What potential events are still to come, and how might they impact you and/or the population you serve?

STEP TWO: Event-specific mitigation planning

STEP THREE: Event-specific contingency and preparedness planning

STEP FOUR: Implement your mitigation and preparedness plans

STEP FIVE: Put a system in place to monitor your risk and set 'triggers' for actions in your contingency plan



# MITIGATION AND PREPAREDNESS PHASES

## STEP ONE: **General Risk Assessment**

1. Identify all potential shocks you are anticipating that are relevant to your work.
2. Estimate the risk of each potential shock

Risk = (likelihood of shock) + (potential impact of shock) + (vulnerability to shock)

3

3. Prioritize



# MITIGATION AND PREPAREDNESS PHASES

## Estimating Risk: Soup Kitchen Example

Potential Shock	Likelihood	Potential Impact	Vulnerability	Risk
Donors don't donate	3 (high)	3 (high)	2 (moderate)	2.67
Volunteers no-show				
Demand spikes				
Program spreads COVID-19				

# MITIGATION AND PREPAREDNESS PHASES

## Estimating Risk: Soup Kitchen Example

Potential Shock	Likelihood	Potential Impact	Vulnerability	Risk
Donors don't donate	3 (high)	3 (high)	2 (moderate)	2.67
Volunteers no-show	2 (low)	2 (moderate)	2 (moderate)	2.00
Demand spikes	3 (high)	2 (moderate)	2 (moderate)	2.33
Program spreads COVID-19	3 (high)	3 (high)	3 (high)	3.00



# MITIGATION AND PREPAREDNESS PHASES

## STEP TWO: **Event-Specific Mitigation Planning**

For each of your highest priority risks, what steps can you take **NOW** to mitigate (or prevent!) their impacts?



# MITIGATION AND PREPAREDNESS PHASES

## STEP THREE: **Event-Specific Contingency & Preparedness Planning**

How will we respond if an anticipated shock occurs?

What can we do NOW to ensure we are ready to activate a contingency plan?



# MITIGATION AND PREPAREDNESS PHASES

STEP FOUR: **Implement your mitigation and preparedness plans**

Be ready for what's to come.





# MITIGATION AND PREPAREDNESS PHASES

STEP FIVE: **Monitor your risk and set “triggers” to activate contingency plans**

What will we need to see to know it’s time to activate a contingency plan?

How can we track those indicators?



# RECOVERY PHASE

- Right now, your focus should be on response to the current shock, and mitigation, and preparedness for anticipated future shocks.
- BUT, the sooner you plan for what you'll be able to do to help everyone not only bounce back, but possibly bounce back better, the quicker and more effectively you will be able to facilitate that once the crisis is over.

# WHAT SUPPORT CAN YOU LOOK FOR FROM THIRD PLATEAU?

1. We'll be posting this webinar.
2. We are developing a slate of free resources and will make those readily available as well.
3. We are going to be offering an in-depth and actionable, 4-part webinar series that unpacks each of the four stages of the disaster cycle that we talked about today: response, recovery, mitigation, and preparedness.
4. Lastly, we are here and always happy to help you think through specific situations you might be facing and facilitating you and your team through the crisis management and planning process.

