

GROWING RESILIENCE MUSCLES

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RESILIENT

- **Resilient** [ri-zil-yuhnt] *adjective*
 - springing back; rebounding.
 - returning to the original form or position after being bent, compressed, or stretched.
 - recovering readily from illness, depression, adversity, or the like; buoyant.

GROWING RESILIENCE: AGENDA

- Put your “oxygen mask on first”
- Self Awareness
- Business continuation planning
- Panel: Three CDFI Leaders reflect on Resilience, Challenges and Opportunities
- Final Thoughts

PUT YOUR OXYGEN MASK ON FIRST

- Yourself
 - Overcoming your own trauma & weaknesses
 - Self-care & Gratitude
 - Chat: What is your preferred method of self care now?
- Your organization
 - Helping your staff members to put their oxygen mask on
- Only then, your Nation, community

SELF AWARENESS

- CDFI Skills your organization that could be missing or weak
- Key CDFI Skills: Money In
 - Development, Capitalization, Financial Management, Investor Management, Reporting
- Key CDFI Skills: Money Out
 - Lending, Portfolio Management, Technical Assistance

CHAT

- What required CDFI skill does your CDFI need to build or strengthen?

BUSINESS CONTINUATION PLANNING: A RESILIENCE BUILDER

- **A process to prepare for the future of your organization.** It includes *Succession Planning* but is broader, to include making the company secure if any senior person left, either in an emergency or a planned manner, and to build redundancies.
- This is scary stuff and most of us put it off for as long as possible but doing this planning will reap benefits for your organization beyond the actual succession or emergency event.

BUSINESS CONTINUITY PLANNING

- Right now:
 - Any vulnerability or weakness in your CDFI's systems is unfortunately highlighted due to the COVID 19 emergency.
 - Depending on the size and complexity of your CDFI, different levels of business continuity planning will make sense / be possible.
- Doing this planning will reap other benefits:
 - Give junior people opportunities to test out skills and grow
 - Make it easier for people to take their time off
 - Broaden the public face of the company

STEPS FOR BUSINESS CONTINUITY PLANNING

1. Identify vulnerabilities
2. Prioritize the most urgent ones
3. Create a plan to fix them
4. Implement the plan
5. Repeat with the next level of vulnerabilities

IDENTIFYING VULNERABILITIES

- Two types: Relationships & Expertise / Process
- Stakeholder relationships:
 - Which relationships that are critical to your company are “owned” by just one person?
- Expertise or process:
 - What vital expertise or knowledge of how to do something at your company is “owned” by just one person?
 - What processes do you do over and over again but are not written down?

TOP PRIORITIES MIGHT BE:

Relationships

- Significant Investors or Funders
- Tribal officials
- Community leaders
- Board Officers
- Partners
- Competitors
- Largest borrowers

Expertise / Process

- Critical software
- Financial management systems
- How to apply for a critical grant or fill out a funder report
- Executive Director is the only staff who knows what is going on with the Board

HOW TO ADDRESS VULNERABILITIES

Relationship

- Share the background and any “back story”
- Begin to bring the person in on calls, meetings
- When comfortable have them become backup, take over the less critical tasks
- Be clear about the goal: sharing or transfer of relationship

Expertise

- Shadowing and practice with staff member
- Training
- Write it down!!
 - Policies, procedures, manuals
 - Develop and implement a regular review & update schedule

BUILDING REDUNDANCIES

- Who can help?
 - Staff
 - Consultant
 - Board or Committee Member
 - Recently retired staff
 - Interns
- **Chat:** Who could help your NCDFI build a needed redundancy?

THRIVING IN THESE TIMES

- “You never let a serious crisis go to waste. And what I mean by that it's an opportunity to do things you think you could not do before.” **Rahm Emanuel**

PANEL DISCUSSION: NATIVE RESILIENCE

- Susan Hammond, Four Directions Development Company
- Jonelle Yearout, Nimiipuu Fund

FINAL THOUGHTS

- Gratitude → Abundance → Thriving Communities