

Crisis Management for Nonprofits

Presented by Jess Columbo with Aldrich Advisors
January 2021





Introduction

Impact of COVID-19

Building a Trustworthy Brand

Becoming a More Courageous Leader

Communication Best Practices

Crisis Consultant

Professor

Cat Mom

Public Speaker

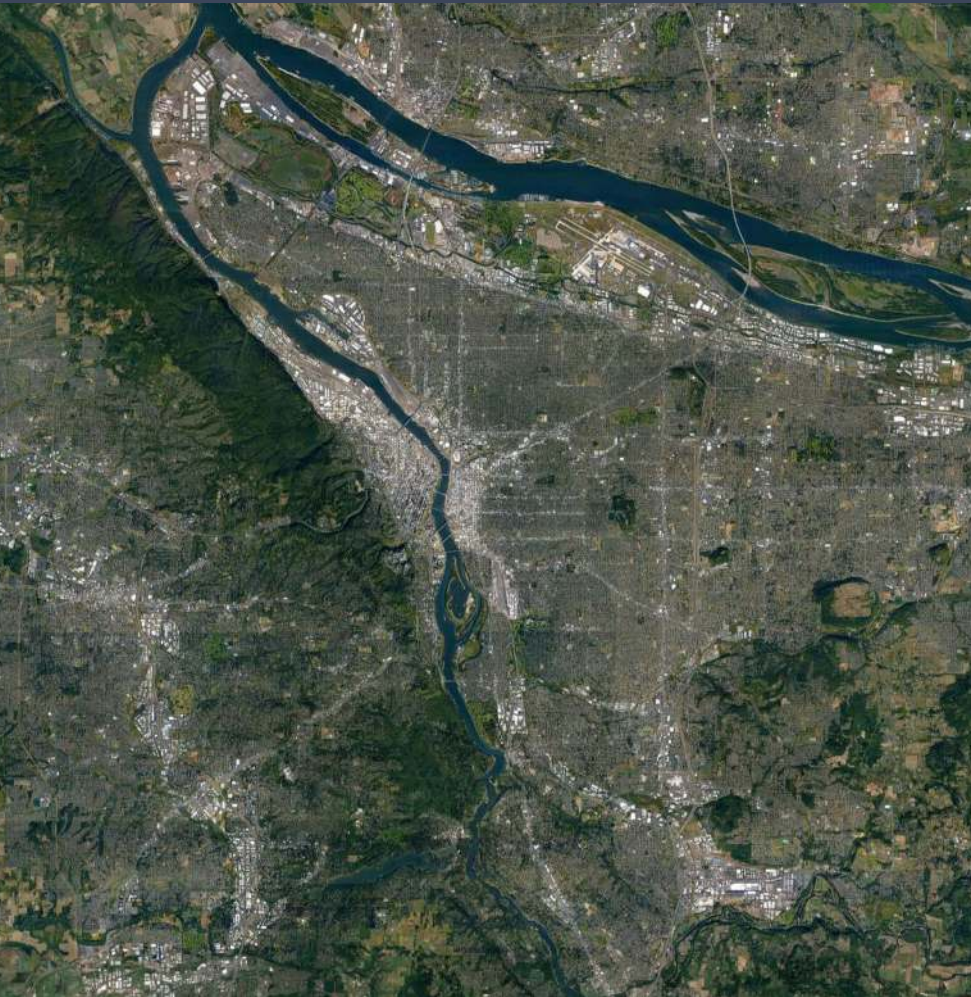
Decent Parallel Parker

Infinitely Curious

Board Member

End-of-Life Doula





The land I am on today is native land.

This land belongs to the Cowlitz and the Confederated Tribes of Grand Ronde.

History is written by the oppressor.

It's important for us to honor the history of the spaces we occupy and to protect the people, who came before us as its first caretakers.



I'm Italian and highly caffeinated.

Crisis *communications* focus.

I'm a Student, not a Guru.

We can't cover it all.

Let's stay connected.

@JessColumbo
jess@workwithtiller.com



UCSF Health













People need to feel seen and heard.

Communications must reflect the community's sense of urgency.

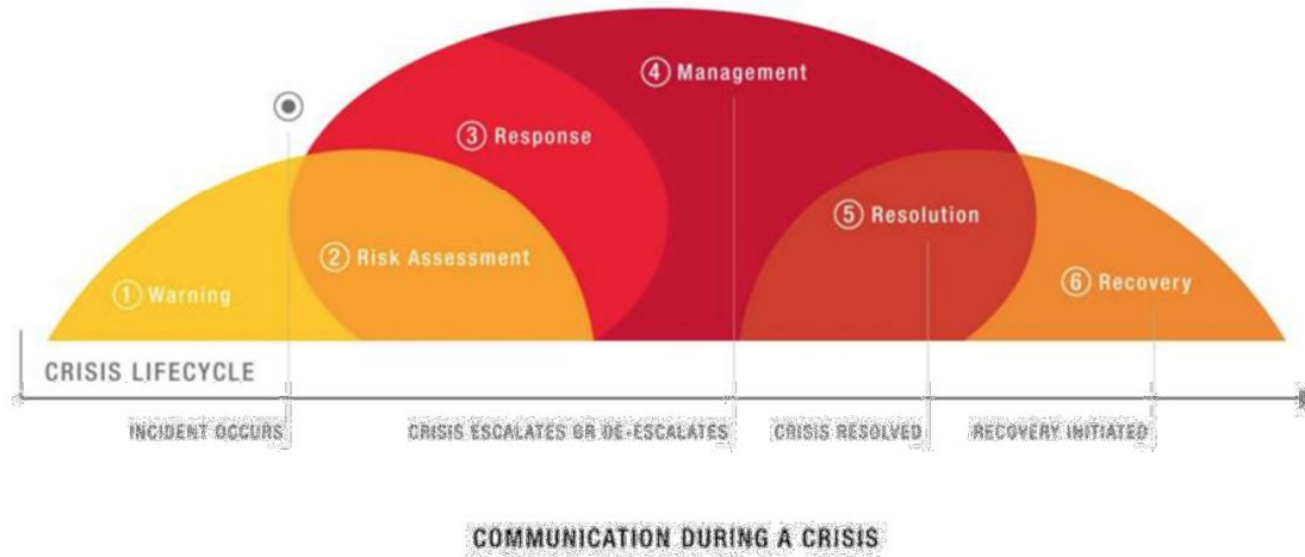
Organizations must stay nimble.

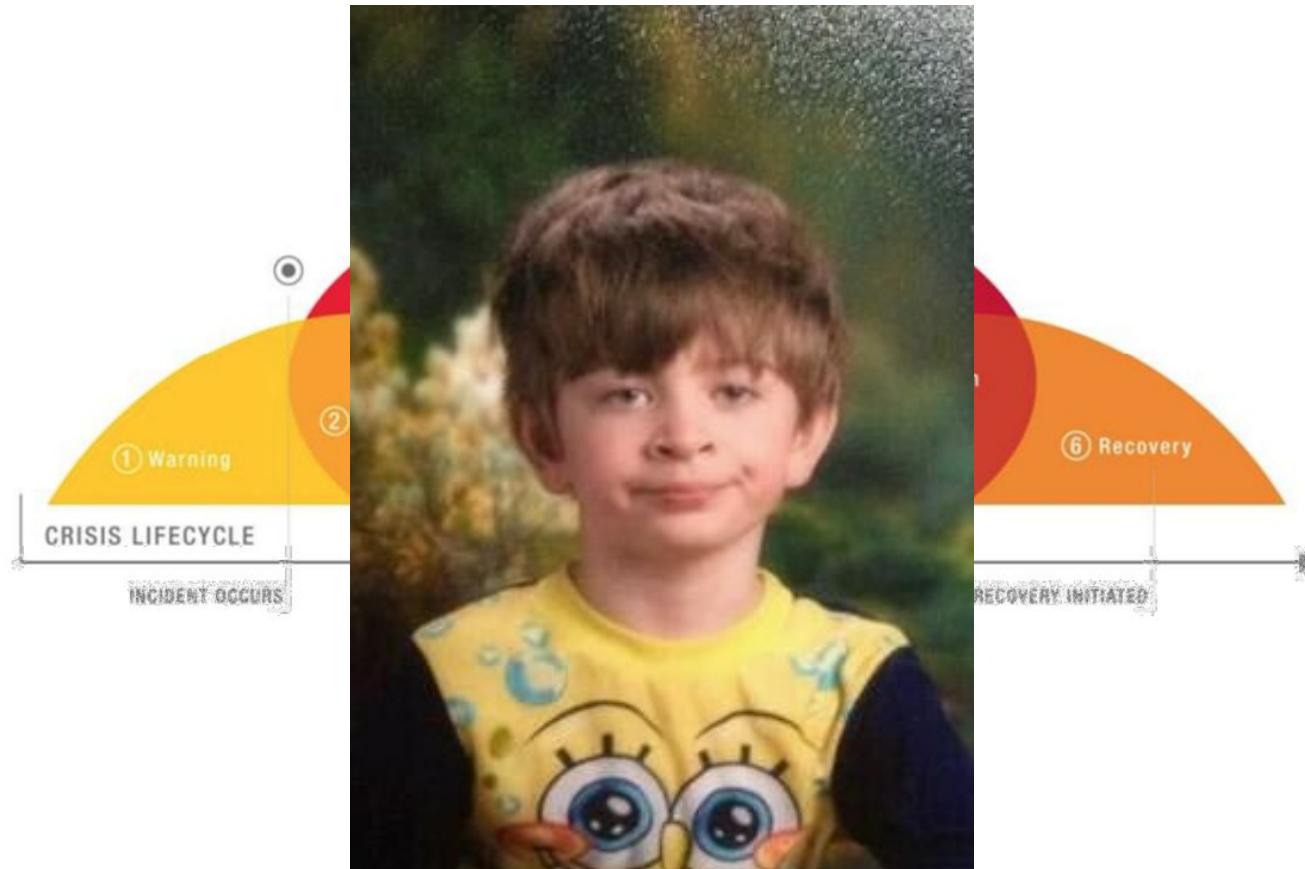
Leaders must step up.

Listening makes us better.

The work *inside* your organization is important.

COVID-19 Has Changed Us





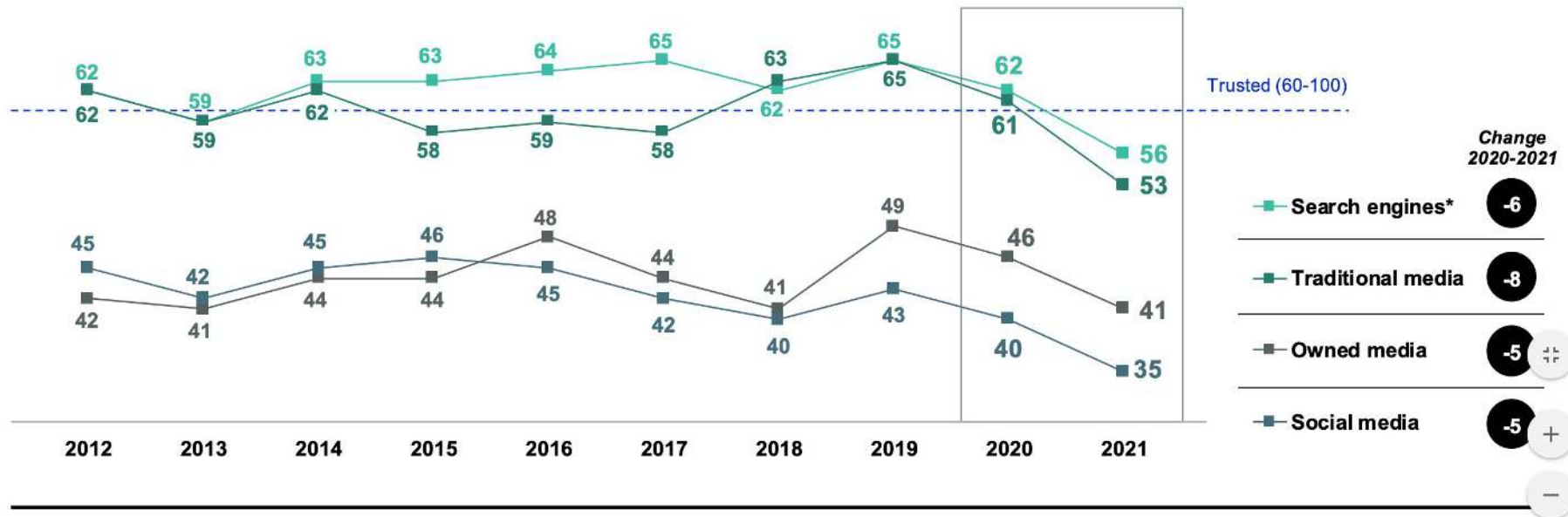




TRUST IN ALL INFORMATION SOURCES AT RECORD LOWS

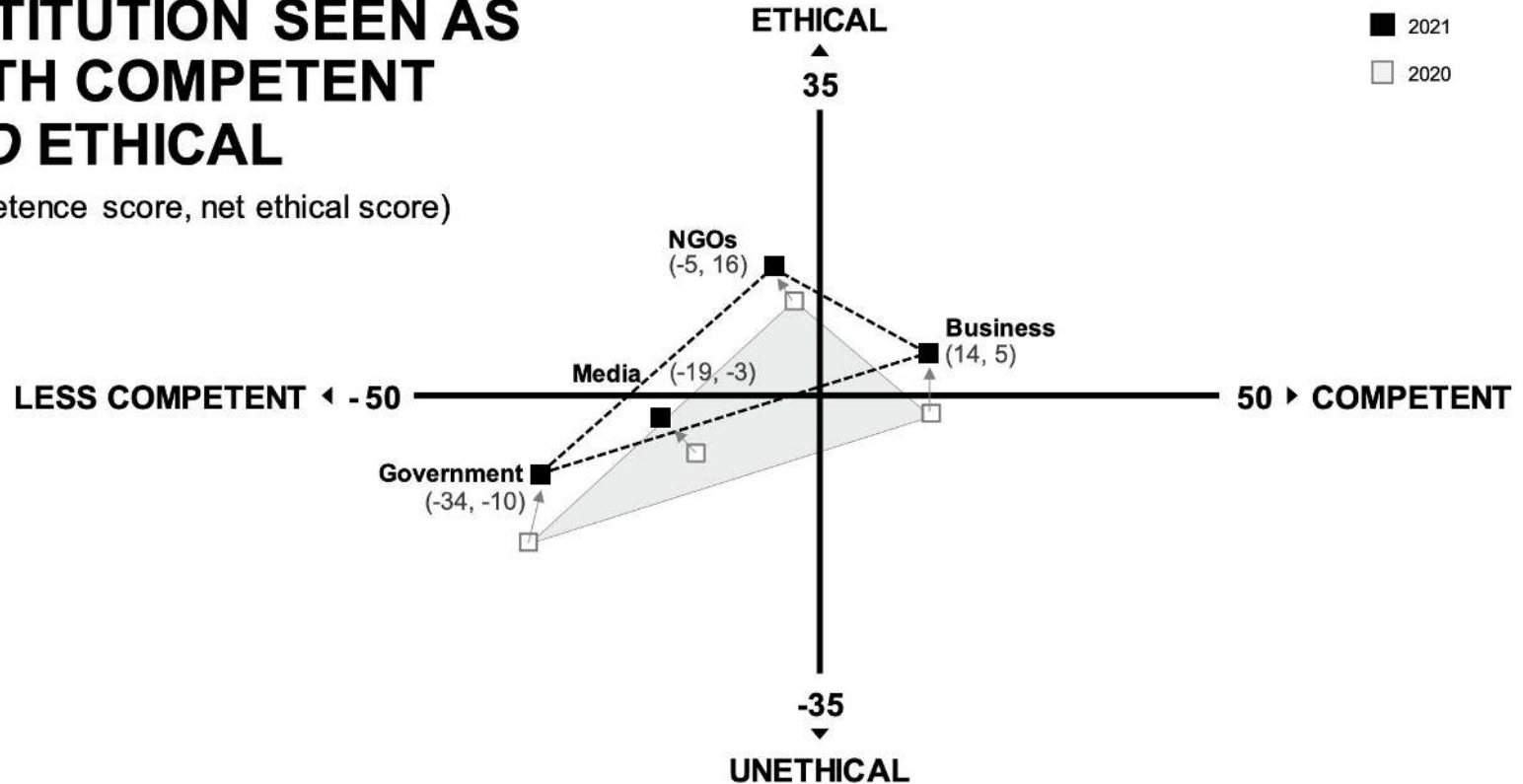
Percent trust in each source for general news and information

Global 22



BUSINESS NOW ONLY INSTITUTION SEEN AS BOTH COMPETENT AND ETHICAL

(Competence score, net ethical score)







77%

of consumers say brand marketing and communications should make sure to recognize the COVID-19 crisis and acknowledge the impact it is having on people's lives.

90%

say brands should be willing to suffer substantial financial losses to ensure the well-being and financial security of others.

71%

say companies that placed their profits before people during the crisis would lose their trust forever.

EMPLOYER MEDIA MOST BELIEVABLE

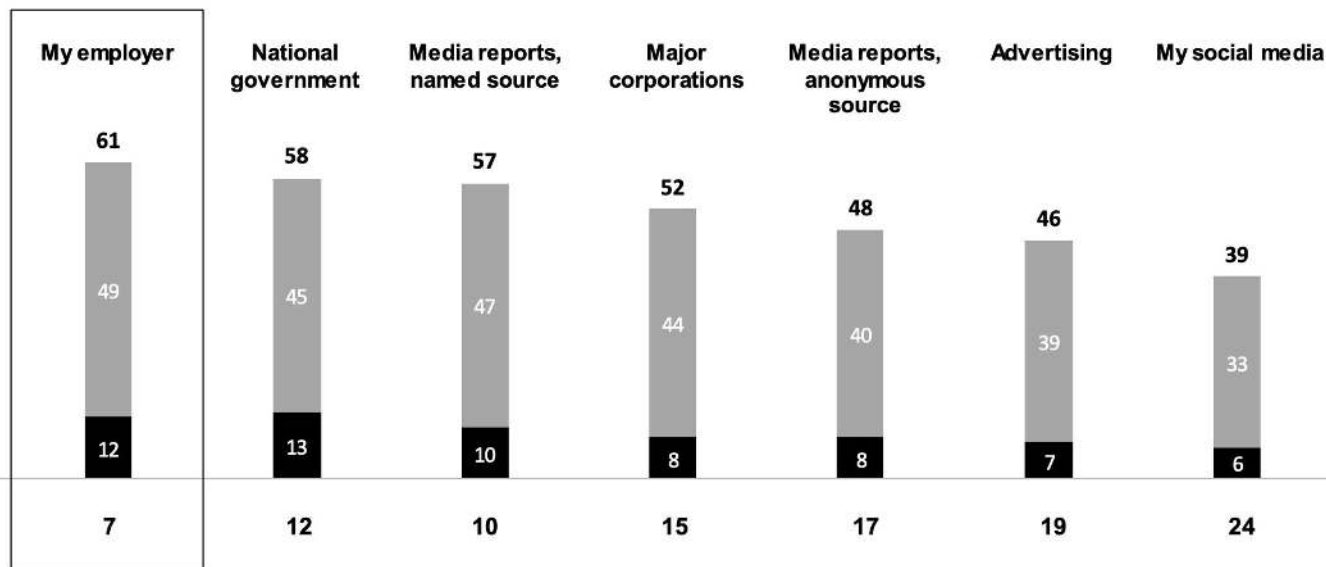
Percent who believe information from each source automatically, or after seeing it twice or less

Communications from...

Nr. of times they need to see the information repeated before believing it:

- Once or twice
- If I see it here, I will automatically assume it is true

I will never believe it is true if this is the only place I see it





**When you take good care of your team,
you build and earn trust.**

**When you and your team trust one another,
your organization becomes full of leaders.**



“Qualities like charm and confidence that help people rise to leadership are not necessarily the same ones that help them excel once they’re on top, where empathy, humility, and self-knowledge are key.

Brashness and certainty that can scream ‘leadership potential’ may distract us from the vulnerability, flexibility, and empathy that actually helps leaders navigate tough times.”

Building a Trustworthy Brand

*Then took the other, as
And having perhaps the
Because it was grossy
Though as for that the
Had worn them really*

Officially called the “Tuskegee Study of Untreated Syphilis in the Negro Male,” the federal government oversaw an experiment in which about 400 black men with syphilis were deliberately left untreated so doctors could study the disease.

*Now words,
and both
I stood
And looked down one as far as I could
To where it bent in the undergrowth*

1 1/2 - VII 1960

The New York Times

Inquiry Ordered Into Claims Immigrants Had Unwanted Gynecology Procedures

By Caitlin Dickerson

Two immigration lawyers representing women currently or previously detained at the facility in Irwin County, Elizabeth Matherne and Van Huynh, who were not included in the whistle-blower complaint, said their clients were also left shaken after being treated by Dr. Amin while in immigration custody.

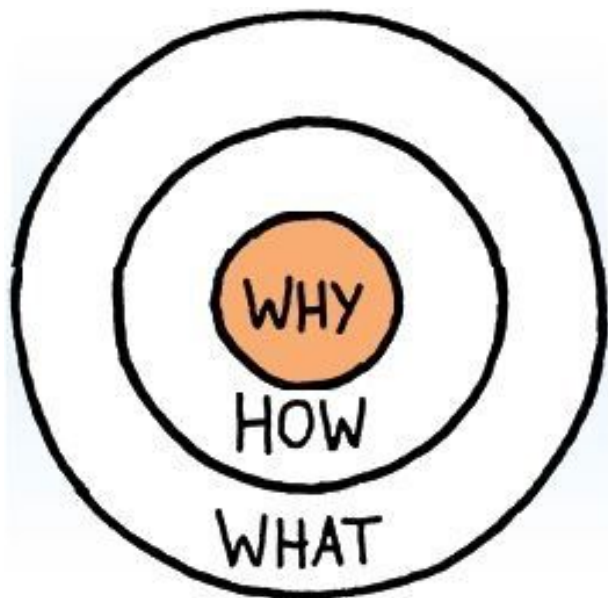
 **MSNBC**

Irwin Detention Center
is making



~~“How do we get people to trust us?”~~

**“What does it look like to be
a trustworthy organization?”**



About us

We are the economic and urban development agency for the city of Portland. We focus on building an equitable economy by carrying out a comprehensive range of economic development programs that support small business, improve access to workforce training, and create jobs for Portland residents. We work with partners to drive public attention and resources to different areas of the city, which helps Portland realize capital projects – parks, streetscape improvements, community centers – that would not happen on their own, making it a better place to live for all Portlanders.

Prosper Portland is headed by an executive director who reports to a five-member, volunteer board of local citizens appointed by the mayor and approved by City Council. The structure allows us to exercise independence in program implementation and resource allocation.

Prosper Portland is committed to growing quality jobs, advancing opportunities for prosperity, creating vibrant neighborhoods and communities, and collaborating with partners to create an equitable city, with prosperity shared by Portlanders of all colors, incomes and neighborhoods.

Our Mission

To create economic growth and opportunity for Portland.

Our Vision

Portland is one of the most globally competitive, equitable, and healthy cities in the world.

Prosper Portland stimulates job creation, encourages broad economic prosperity, and fosters great places on behalf of the City of Portland.

We are a workplace of choice with passionate staff excelling in an open and empowering environment and sharing a commitment to our collective success.

Our Equity Statement

We acknowledge our past as we move forward to create economic opportunity and prosperity for all communities. We make racial equity the foundation of our community and economic development work. We hold ourselves accountable to Portland's communities of color and others our work has negatively impacted. While racial equity is the primary lens to focus our efforts, we understand the connection between racism and other forms of bias that lead to oppression.

Within our workplace and working with our partners, we embrace values of authentic inclusion, transparency, and collaboration.

We work toward nothing less than an anti-racist Portland that welcomes and serves all communities and perspectives. We encourage our partners to do the same.



**“Who does your brand have
license to be?”**





Reuters
@Reuters

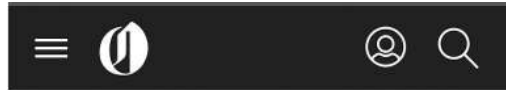
...

Social media influencers are among the first in the line for coronavirus vaccines in Indonesia. It's part of the government's strategy to tackle vaccine skepticism

reut.rs/2XKX52q



Indonesia is vaccinating Instagram influencers – News



In midst of Oregon coronavirus outbreak, tweet shows crowded concert with advice: 'feel free to go out and have a good time'

Updated 12:27 PM; Today 10:38 AM



Becoming a more Courageous Leader



Think of a great leader in your life.

How do they walk into the room?

How does their presence make you feel?



Meyer Memorial Trust ✓
@meyermt

As we move through this uncertain time, we're grateful for [@MichelleDePass](#)' leadership & commitment to putting the needs of our OR communities first.
[#PowerfulAgitator](#)



Oregon Business - The Purposeful Agitator
The philanthropic vision of Meyer Memorial Trust's new president is to disrupt, repair and rebuild. Transformative ...
oregonbusiness.com



Dan Diamond ✓
@ddiamond

GUS PERNA, the general running logistics for Operation Warp Speed, takes sole responsibility for a big problem with Pfizer vaccine rollout: states report they're getting less than they were promised.

"It was my fault," Perna says. "It was a planning error, and I am responsible."



[Gus Perna on vaccine distribution](#)



 **I am Rev Nat**
@revnatscider

Hey @PoMoMagazine. I'm an advertiser with you guys. Will you take a look at this page and change the video at the top? It just shows random people burning stuff which is totally not what's happening at the [#Peacefulprotest](#)



Breathe Deep, and Figure Out How To Help, Portland
Here's what you can do after last night's protests over the death of George Floyd.
[pdxmonthly.com](#)

 **Esther Choo, MD MPH** ✓
@choo_ek

Doctor's log. Helldate 2020. It has been 2 months since [#COVID19](#) hit the U.S. Several healthcare friends are ill with it. Without personal protective equipment, we wonder who's next. The cavalry is not coming, so we are starting our own solutions: [getusppe.org](#)



#GetUsPPE
COVID-19 Rapid Response
[www.GetUsPPE.org](#)

#GetUsPPE - Getting Protective Equipment to our Healthcare Heroes
Please join us today in helping to find, make, and bring Personal Protective Equipemnt (PPE) to our healthcare heroes during this critical shortage.
[getusppe.org](#)



Advanced Search

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

Each one of these names was somebody's baby.

EMMETT TILL - ERIC GARNER - JOHN CRAWFORD III - MICHAEL BROWN - EZELL FORD - DANTE PARKER - MICHELLE CUSSEAU - LAQUAN MCDONALD - TANISHA ANDERSON - AKAI GURLEY - TAMIR RICE - RUMAIN BRISBON - JERAME REID - JOSEPH MANN - MATTHEW AJIBADE - FRANK SMART - NATASHA MCKENNA - TONY ROBINSON - ANTHONY HILL - MYA HALL - PHILLIP WHITE - ERIC HARRIS - WALTER SCOTT - WILLIAM CHAPMAN II - ALEXIA CHRISTIAN - BRENDON GLENN - VICTOR MANUEL LAROSA - JONATHAN SANDERS - FREDDIE CARLOS GRAY JR. - JOSEPH MANN - SALVADO ELLSWOOD - SANDRA BLAND - ALBERT JOSEPH DAVIS - DARRIUS STEWART - BILLY RAY DAVIS - SAMUEL DUBOSE - MICHAEL SABBIE - BRIAN KEITH DAY - CHRISTIAN TAYLOR - TROY ROBINSON - ASSHAMS PHAROAH MANLEY - FELIX KUMI - KEITH HARRISON MCLEOD - JUNIOR PROSPER - LAMONTEZ JONES - PATERSON BROWN - DOMINIC HUTCHINSON - ANTHONY ASHFORD - ALONZO SMITH-TYREE CRAWFORD - INDIA KAGER - LA'VANTE BIGGS - MICHAEL LEE MARSHALL - JAMAR CLARK - RICHARD PERKINS - NATHANIEL HARRIS PICKETT - BENNI LEE TIGNOR - MIGUEL ESPINAL - MICHAEL NOEL - KEVIN MATTHEWS - BETTIE JONES - QUINTONIO LEGRIER - KEITH CHILDRESS JR. - JANET WILSON - RANDY NELSON - ANTRONIE SCOTT - WENDELL CELESTINE - DAVID JOSEPH - CALIN ROQUEMORE - DYZHAWN PERKINS - CHRISTOPHER DAVIS - MARCO LOUD - PETER GAINES - TORREY ROBINSON - DARIUS ROBINSON - KEVIN HICKS - MARY TRUXILLO - DEMARCUS SEMER - WILLIE TILLMAN - TERRILL THOMAS - SYLVILLE SMITH - ALTON STERLING - PHILANDO CASTILE - TERENCE CRUTCHER - PAUL O'NEAL - ALTERIA WOODS - BOBBY RUSS - JORDAN EDWARDS - AARON BAILEY - RONELL FOSTER - STEPHON CLARK - ANTOWN ROSE II - BOTHAM JEAN - PAMELA TURNER - DOMINIQUE CLAYTON - ATATIANA JEFFERSON - CHRISTOPHER WHITFIELD - CHRISTOPHER MCCORVEY - ERIC REASON - KORRYN GAINES - REKIA BOYD - KIONTE SPENCER - DARIUS TARVER - KOBE DIMOCK-HEISLER - COREY JONES - TYRE KING - MICHAEL LORENZO DEAN - TRAYVON MARTIN - RENISHA MCBRIDE - OSCAR GRANT III - BREONNA TAYLOR - KALIEF BROWDER - WILLIAM GREEN - AHMAUD ARBERY - TONY MCDADE - GEORGE FLOYD

BabyNames.com stands in solidarity with the black community.

#blacklivesmatter


Baby Names and Meanings

Naming your baby is the most important choice you can make as an expecting or new parent. BabyNames.com has been a trusted source of names for over twenty years. Find out the name meanings for your entire family!


Quick Links: [Unique baby names](#), [Girl names](#), [Boy names](#), [Advanced search](#), [Most Popular baby names by year](#)



Name of the Day



Audubon




[Take Action](#)[Membership](#)[Donate](#)

Press Room

Audubon: “History—and we—will hold responsible the elected officials who have promoted the assault on our democracy.”

A statement from David Yarnold, president and CEO of the National Audubon Society.



By National Audubon Society

January 06, 2021



1,89032.9K247K

[Show this thread](#)



Jolene Fisher liked



Kelli Matthews  @kmatthews · 12h

Audubon Society coming in hot with an outstanding statement. Wow. Renewing my membership today. 🐦



David Yarnold  🇺🇸 @da... · 15h

Like the rest of the world, we watched the events at the U.S. Capitol in horror as anti-democratic zealots violently disrupted what should have been a ceremonial star...

[Show this thread](#)

13



LEAD

New Research: Women Leaders Performed Better During the Covid Crisis

Had a hunch that female leaders are doing better? Multiple studies have now confirmed it. 

Research: Women Are Better Leaders During a Crisis

Women leaders are doing a disproportionately great job at handling the pandemic. So why aren't there more of them?

By Leta Hong Fincher, for CNN

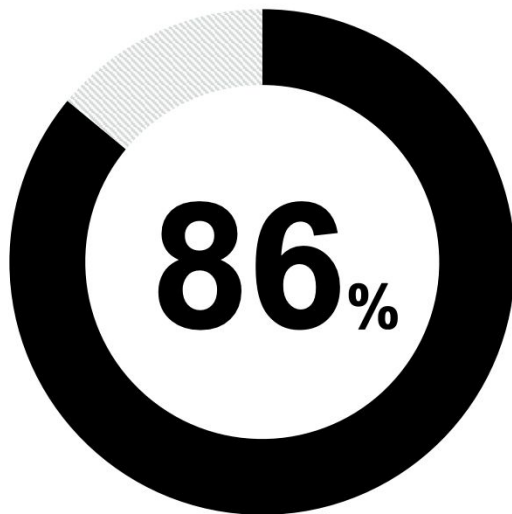
Why women leaders thrive during a crisis



“Female leaders expressed more awareness of fears that followers might be feeling, concern for well-being, and confidence in their plans.”

CEOS MUST LEAD ON SOCIETAL ISSUES

I expect **CEOs to publicly speak out** about one or more of these societal challenges



Pandemic impact	59
Job automation	51
Societal issues	43
Local community issues	40



Step 1. Express Concern and Gratitude

(External)

We know and care about what's happened

We acknowledge what people are experiencing/the suffering

(Internal)

We see how hard you're working to support this community

We know and care about what you're experiencing outside of work



Step 2. Action

(External)

Here's what we're doing to address or fix the problem

Here's when we are coming back with more information

(Internal)

Here's what we're doing to address or fix inefficiencies and capacity issues

Here's how you can share your ideas and needs with leadership



Step 3. Perspective

Share your commitment
moving forward

Echo the community's values

Give broader context to the
crisis





Crisis Communication Best Practices



“I think the most important thing to learn from this or any other tragedy is that unlike the frustration we feel sometimes on an airplane when something goes crack or the plane doesn’t leave and there’s total silence from the cockpit, that’s the worst thing to do.

The best thing is transparency and openness.”

— Frank Keating, Governor Oklahoma City, 1995 Bombing



C

Consistent Compassion

- We show up every day with relevant communications.
- We follow through on promises of when and how we'll show up.

T

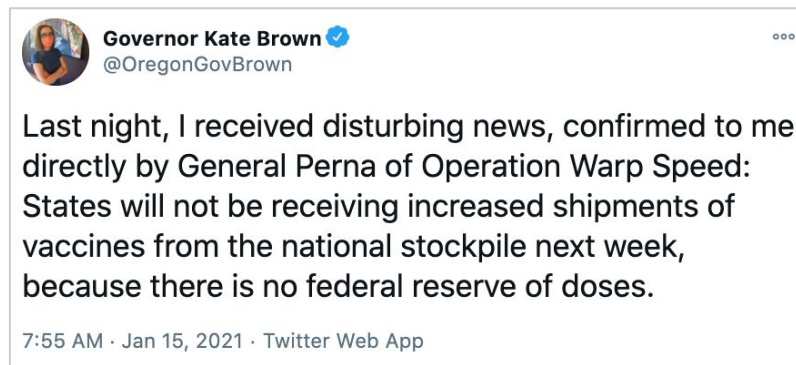
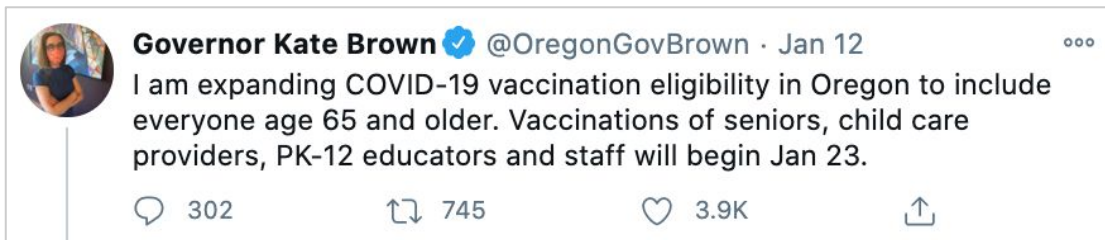
Transparent Truthful

- We're honest when we don't have answers. We set expectation about our finite capabilities.
- We signpost what work is in progress.

C

Concise Customized

- We respect our community's limited emotional and physical capacity.
- We keep comms succinct and referencing specifics = "we know you, hear you, and value you."





People need to feel seen and heard.

Communications must reflect the community's sense of urgency.

Organizations must stay nimble.

Leaders must step up.

Listening makes us better.

The work *inside* your organization is important.

Thank you

