
When it Hits the Fan:
Preparing for the Worst

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Overview

- ▶ What is a Crisis
 - ▶ Crisis Mgmt Framework
 - ▶ Consider the Crisis
 - ▶ Reactive or Proactive?
 - ▶ Plan the Six P's
 - ▶ Putting it Together
 - ▶ Group Exercise
 - ▶ Crisis Mgmt Complications
 - ▶ Q&A
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What is a Crisis?

- ▶ Threatens personal, physical, mental, structural, or financial wellbeing of your cooperative

- ▶ Confronting them is difficult
 - ▶ Labor-intensive
 - ▶ Expensive
 - ▶ Lifestyle-damaging

- ▶ How can we prepare ourselves?



Crisis Management Framework



Consider the Crisis

- ▶ Brainstorming a Crisis Walkthrough to anticipate issues
- ▶ Imagine the crisis occurring
 - ▶ How is it caused?
 - ▶ What happens?
 - ▶ Who is affected and how?
 - ▶ Does it affect some people different than others?
 - ▶ How does it change their lives?
 - ▶ What is the result?



▶ Helps to plan preparation

Consider the Crisis: Crises Types I

▶ Maintenance/Structural

- ▶ Fire
- ▶ Flooding and leaks
- ▶ Electrical
- ▶ Structural collapse
- ▶ Carbon monoxide
- ▶ Animal/insect infestation

▶ Financial

- ▶ Theft
 - ▶ Entity: organization, house, personal
 - ▶ Method: taking/spending money, credit card fraud
- ▶ Run out of cash

▶ Operational

- ▶ High vacancies
- ▶ Member non-payment

- ▶ Breakdown in governance

Consider the Crisis: Crisis Types II

▶ Personal/Interpersonal

- ▶ Physical: assault, injury, death
- ▶ Mental-health-related
 - ▶ Breakdown, suicide, substance abuse, self-harm
- ▶ Fighting: physical/non-
- ▶ Ideological conflict
- ▶ Drug-related: selling, using

▶ Personnel

- ▶ Leadership resignation
- ▶ Staff leaving
- ▶ Staff fired
- ▶ Personnel/Admin Conflict

▶ External Personal

- ▶ Violence
- ▶ Stalking
- ▶ Rowdy party



▶ Assault

Proactive or Reactive:

Two Types of Crisis Management (I)

- ▶ Are we planning a Proactive or Reactive Response?
- ▶ Proactive – Something might happen! Let's prepare.
 - ▶ ID surfacing risks and “right the course”
 - ▶ “What can we do to keep this from getting bad?”
 - ▶ Take steps to prevent or minimize crises before they happen
- ▶ Reactive – Something happened! What do we do?
 - ▶ Equip decision-makers to act quickly
 - ▶ Information, guidelines, and clear delineation of authority

Proactive or Reactive:

Two Types of Crisis Management (II)

- ▶ **Proactive – Something might happen! Let's prepare.**

- ▶ Less urgent

- ▶ Less expensive

- ▶ More “what we wanted, how we wanted it”

- ▶ **Reactive – Something happened! What do we do?**

- ▶ More urgent

- ▶ More expensive

- ▶ More compromises/less convenient

- ▶ Hope Proactive action works, but need to prepare both!

Plan the Six P's



Plan the 6 P's

▶ Guidelines for considering components of a Response

- ▶ Preparation How should we get ready to respond?
- ▶ People Who will be mobilized?
- ▶ Process What procedures to follow?
- ▶ Policy What rules to adopt?
- ▶ Payment What are the costs?
- ▶ Post-Care* How do we provide closure?

▶ Good Responses often consider most or all P's

Putting it Together: Scenario I

- ▶ A House Treasurer could steal/spend House money
- ▶ Walkthrough:
 - ▶ The house has relaxed oversight of finances
 - ▶ House Treasurer steals and/or spends house money
 - ▶ Treasurer hides evidence and/or destroys records
- ▶ Proactive or Reactive?
 - ▶ Proactive: Create system of independent financial reviews
 - ▶ Reactive: Call police, expulsion hearing, legal action/settlement

Putting it Together: Scenario I

- ▶ **Proactive: Create system of independent financial reviews**

- ▶ **The Six P's - Proactive**
 - ▶ **Prepare:** House leaders draft & vet a system to be presented at a house meeting
 - ▶ **People:** House leadership, entire house, staff, org leadership
 - ▶ **Process:** Systems of house governance, approach to the financial reviews
 - ▶ **Policy:** New house/organizational rules to enact review system
 - ▶ **Payment:** N/A

- ▶ ▶ **Post-care*:** A house conversation about seeing their house

Putting it Together: Scenario I

- ▶ **Reactive: Call police, have an expulsion hearing, pursue legal action and/or a settlement**

 - ▶ **The Six P's - Reactive**
 - ▶ **Prepare:** Clear authority granted to those who have to respond
 - ▶ **People:** House leadership, entire house, staff, org leadership
 - ▶ **Process:** The house's expulsion procedure
 - ▶ **Policy:** N/A
 - ▶ **Payment:** Potentially a lawyer and/or collections agency

 - ▶ ▶ **Post-care*:** A speak & share meeting may be needed to
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Putting it Together: Group Exercise

- ▶ Choose a crisis from the Appendix (or your own)
- ▶ Apply the framework
 - ▶ Crisis Walkthrough
 - ▶ Proactive or Reactive?
 - ▶ The Six P's
- ▶ Reflect, acknowledge, and suggest
 - ▶ R: What was the experience like?
 - ▶ A: What went well? Where did we struggle?

Crisis Mgmt: The “Can” Complications

- ▶ Sometimes Crisis Management can seem to...
 - ▶ Require too many people
 - ▶ Be prohibitively expensive
 - ▶ Be emotionally exhausting
 - ▶ Never end!

- ▶ But it can also be...

Reasonable and Flexible



Questions & Discussion

