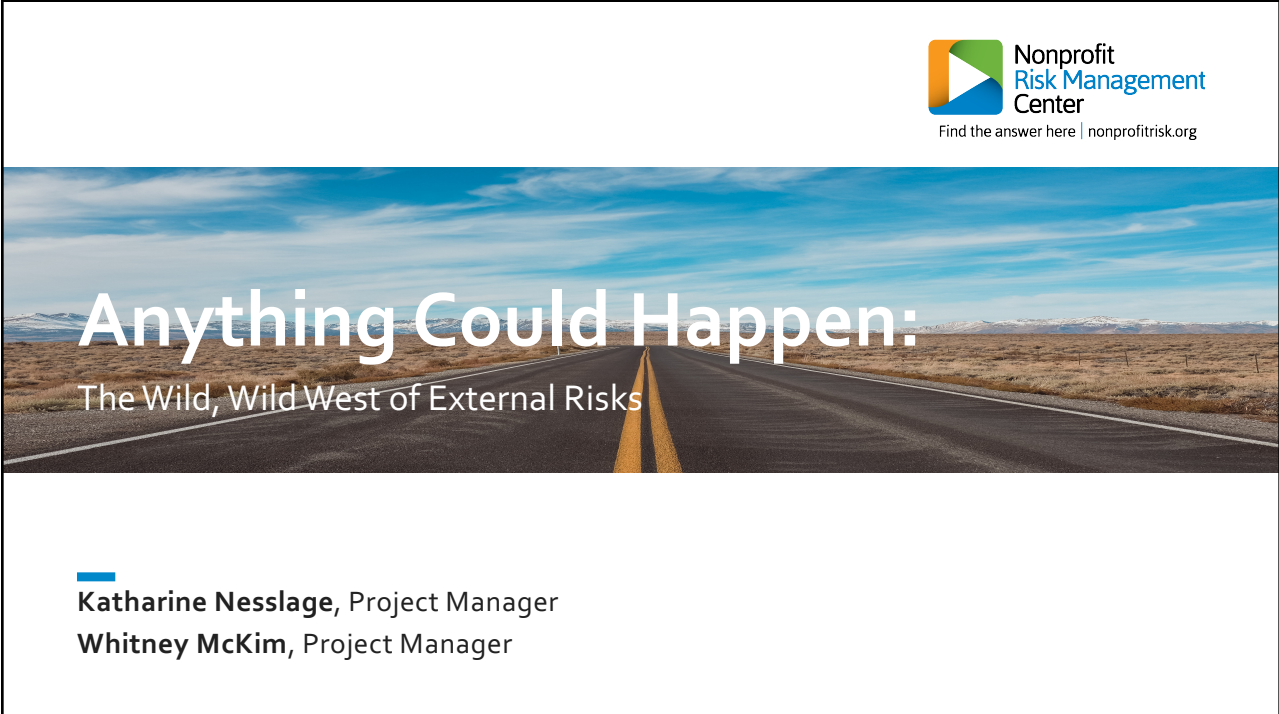




1



2



What is an external risk?

3

What is an External Risk?



Factors outside your organization over which you have no control



That could cause harm to your mission or bolster opportunity

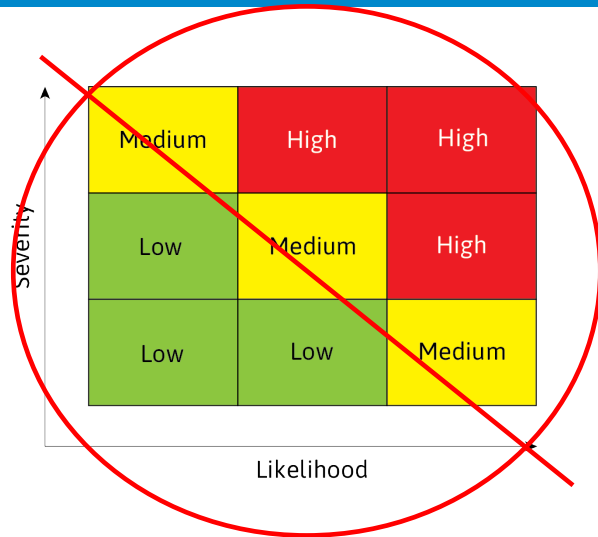


Requires a unique risk management approach

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How to view External Risk

- How will this external risk effect our organization's objectives?
- What mission-critical processes must continue?
- How will we resume our normal business functions?



5



Risk Management is:

- Periodic
- Continuous
- Not about listing all potential risks

"Risk management is about understanding what might happen (uncertainty), assessing how it could affect the achievement of our objectives, and acting accordingly."
– World-Class Risk Management for Nonprofits

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What makes External Risks SO hard to manage?

- It's virtually impossible to predict the LIKELIHOOD or SEVERITY of an external risk...
- Your best course is to PREPARE to act; but your actions won't be necessary if the risk never materializes...
- You have NO control over these risks

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Why is Managing External Risks Important?

8

Adapt

- How will we continue with our critical business functions?
- What can we do now, so we aren't caught off guard later?
- Is there something we are already doing that we can adjust if this risk occurs?

Intelligence is the ability to adapt to change.
– Stephen Hawking



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Managing External Risks

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Managing External Risks

- Understand external risks
- Prepare – develop back-up plans
- What is the worst that could happen?
- What is the best that could happen?

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Business Continuity Planning

- What is the purpose of the plan?
- What is the scope of the plan?
- What procedures do we follow to ensure the continuation of mission critical functions?
- How should we communicate?
- How will we train?
- How will the plan be maintained?

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Positive Power of Negative Thinking

- Be on lookout for potential risks
- Consider what you would do if that risk occurs **before** the situation arises



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Tips for Building Resiliency

- Look for warning signs
- What can you do to prepare?
- Use our three-step approach to build resilience:
Ponder, Plan, Practice

"Seek to understand your context better. Things that are out of place in a context bear closer inspection."

—Karl Weick and Kathleen Sutcliffe

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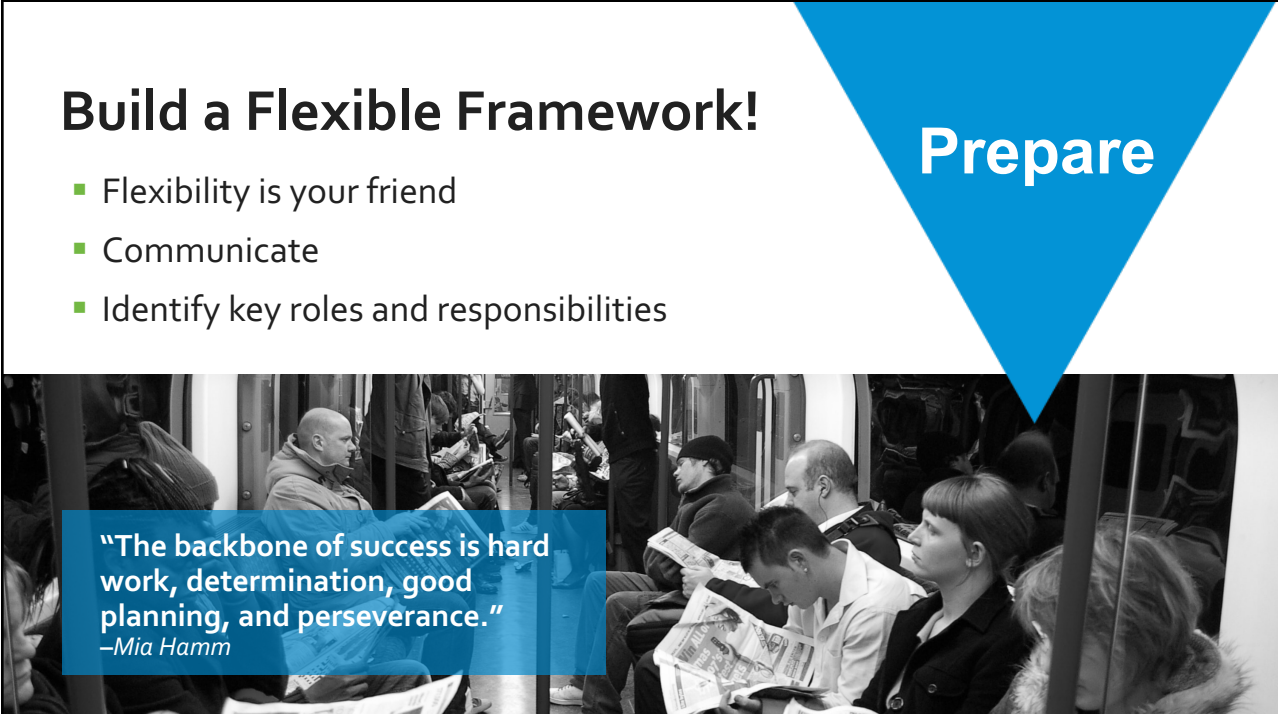
Ponder

Identify and Assess

- What are the likely repercussions of an external risk event?
- What are our critical business functions?
- What opportunities exist for growing organizational capacity?
- Don't try to make one *single* exhaustive list!!

"Uncanny situations; reasons to ponder for action!"
—Ernest Agyemang Yeboah

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Build a Flexible Framework!

Prepare

- Flexibility is your friend
- Communicate
- Identify key roles and responsibilities

"The backbone of success is hard work, determination, good planning, and perseverance."
—Mia Hamm

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Maintain Essential Records

- Know where the plan is stored!
- Know where organizational documents are.
- Ensure redundant backups.

Prepare



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Practice



Practice

- Test resilience of your plan
- Identifies gaps without high-stakes
- Builds “muscle memory”

“Practice is the hardest part of learning, and training is the essence of transformation..”
—Ann Voskamp

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Navigating in the Wake of an External Risk Event

What can you do?

- Prioritize communications
- Add measures to help safeguard stakeholders
- Learn



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Ever Changing Environment

Past Events

- 2001 – 9/11
- 2005 – Hurricane Katrina
- 2008 – Housing Crisis
- 2011 – Magnitude 9 earthquake in Japan
- 2012 – Sandy Hook shooting
- 2018 – Data Protection Act

2020: COVID-19




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4 Resources to help you plan!

- Ready.gov
- CDC.gov
- Redcross.org
- CISA.gov

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Ready 

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MAR

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Infrastructure Security > Hometown Security > Active Shooter Preparedness

Hometown Security

- Active Shooter Preparedness
- School Safety and Security
- Connect, Plan, Train, Report
- Tools and Resources

Active Shooter Preparedness

- First Responder
- Human Resources or Security Professional
- Private Citizen
- Active Shooter Workshop Participant

ACTIVE SHOOTER PREPAREDNESS

Active shooter incidents are often unpredictable and evolve quickly. In the midst of the chaos, anyone can play an integral role in mitigating the impacts of an active shooter incident. DHS aims to enhance preparedness through a "whole community" approach by providing products, tools, and resources to help you prepare for and respond to an active shooter incident. To access the most applicable information, please select one of the provided categories.

- First Responder
- Human Resources or Security Professional
- Private Citizen
- Active Shooter Workshop Participant

In addition, you can find the active shooter resources translated into other common languages on the [Translated Active Shooter Resources](#) webpage.

Additional Information +

Was this document helpful? [Yes](#) | [Somewhat](#) | [No](#)

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Nonprofit Risk Management Center
Find the answer here | nonprofitrisk.org

Thank you!

Katharine Nesslage, Project Manager
Whitney McKim, Project Manager

703.777.3504 | Katharine@nonprofitrisk.org and Whitney@nonprofitrisk.org

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