Baking Risk Aware Thinking and Acting into Your Nonprofit’s Values and Culture

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Webinar Overview
- Preheat the Oven
  What is ‘Baking In’ Risk Awareness?
- Gather Your Ingredients
- Tips for Baking in Risk Awareness
Preheat the Oven

What is CULTURE?

- Basic definition of CULTURE
- ORGANIZATIONAL CULTURE: Focuses on the organization's mission, behavioral norms, and priorities
- Tone at the Top is helpful
- Diverse teams bring color and life to the framework of organizational culture

Culture Trumps Strategy
### What is 'Baked In' Risk Awareness?

- Not just icing on top...
- It is fully incorporated, intrinsic

### Reasons for Push-Back

- "You're adding more to my plate!"
- "Another policy? That will just make it harder for me to do my job."
- "I'm afraid to speak up."
- "My ideas are always shot down; they're the Department of NO."

### Gather Your Ingredients
Recipe for Baking in Risk Management

- Start with a cup of Buy-In
- Stir in a dash of Familiar Language
- Gently fold in: Comfortable Conversations

Buy-in Shouldn’t Be Expensive

- What IS buy-in?
- Who should buy-in?
  Start at the top & permeate all team member levels!
- Why is buy-in important?
- How do you get buy-in?
  Ask for Champions, teach, and allow autonomy!

Use Familiar Language to Describe Risk

- Skip the dictionary definitions!
- Use what’s natural for your organization
- Language should enhance comfortable conversations, not create a barrier to talking about risk!
Set the stage for Comfortable Conversations

- Conversations should be comfortable and natural
- What's a 'good bet' vs. a 'bad bet'?
- Ask the right questions to prevent a culture of "NO"

Tips for Baking In Risk Awareness

The 5 "Cs" of Baking in Risk Awareness

- Convert current processes.
- Conserve energy; choose the gentle slope.
- Cultivate a candid culture.
- Create a feedback loop.
- Cast a wide net.
Convert Current Processes

- Tap into existing teams that are already suited for risk awareness
- Tweaking familiar policies and procedures reduces pain points
- Sometimes less is more

Choose the ‘Gentle Slope’

Cultivate a Candid Culture

- Provide a safe environment where team members at all levels can surface ideas and concerns
- Be open-minded about feedback

*If we are not ashamed to think it, we should not be ashamed to say it.*

— Marcus Tullius Cicero
Create a Feedback Loop

- Establish a check-in
- Test and question the process
- Don't be afraid to make improvements

Cast a Wide Net

- Resist the tendency to seek out the 'usual suspects'
- Request feedback from diverse team members

Resources: Organizational Culture

- SHRM - "Understanding and Developing Organizational Culture"
  https://www.shrm.org/resourcesandtools/leadership/organizationalculture/pages/understandculture.aspx
- Lessons from the Past: How NASA's Early Culture Informed Current Challenges
Thank you!

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