

INTEGRALIntros

Intro to Risk Management Building Resilience

For nonprofit organizations

**October 8, 2025
1:00 – 2:00**

IntegralOrg



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Your Facilitator for
Intro to Risk Management
Building Resilience
For Nonprofit Organizations

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Overview

- Fundamentals of risk management
- Overall framework for approaching risk management
- Top risks facing nonprofits
- Role of the board
- The importance of culture
- Your risk management journey

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What is risk?

Risk = the possibility that bad or good things may happen

Where change occurs, risk arises.

The illustration shows a man in an orange sweater and dark pants standing next to a very tall, narrow stack of blue and grey rectangular blocks. He is reaching out with his right hand towards the stack. The stack is slightly wobbly, with some blocks protruding more than others. The background is a solid light blue.

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What is risk?

3 Elements

- ① Risk = Uncertainty
- ② Forward thinking – future
- ③ Downside or an upside



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What is Risk Management?



Discipline for dealing with uncertainty



A plan that helps identify, assess & manage risks



Looks at both potential losses and gains

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What is Risk Management?

On the downside:

- Reducing the probability and magnitude of bad things happening
- Stimulating recovery from these losses

On the upside:

- Increasing the probability and magnitude of good things happening
- Searching for and acting on opportunities to more fully, more certainly and more efficiently achieve your goals

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What is Risk Management?

“Running a nonprofit as best you can so that it may fulfill its mission to the fullest in an uncertain future.

M.L. Herman, Nonprofit Risk Management Centre

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Poll

How prepared is your organization for emerging risks now and in the near future?

- 1 We are **mostly proactive**; we have comprehensive risk management plans in place and have worked diligently to build resilience within our organization
- 2 We have spent time on identifying and preparing for emerging risks but **there are gaps**
- 3 We are **just starting** to develop our plans and have a long ways to go
- 4 We are just **trying to survive...**

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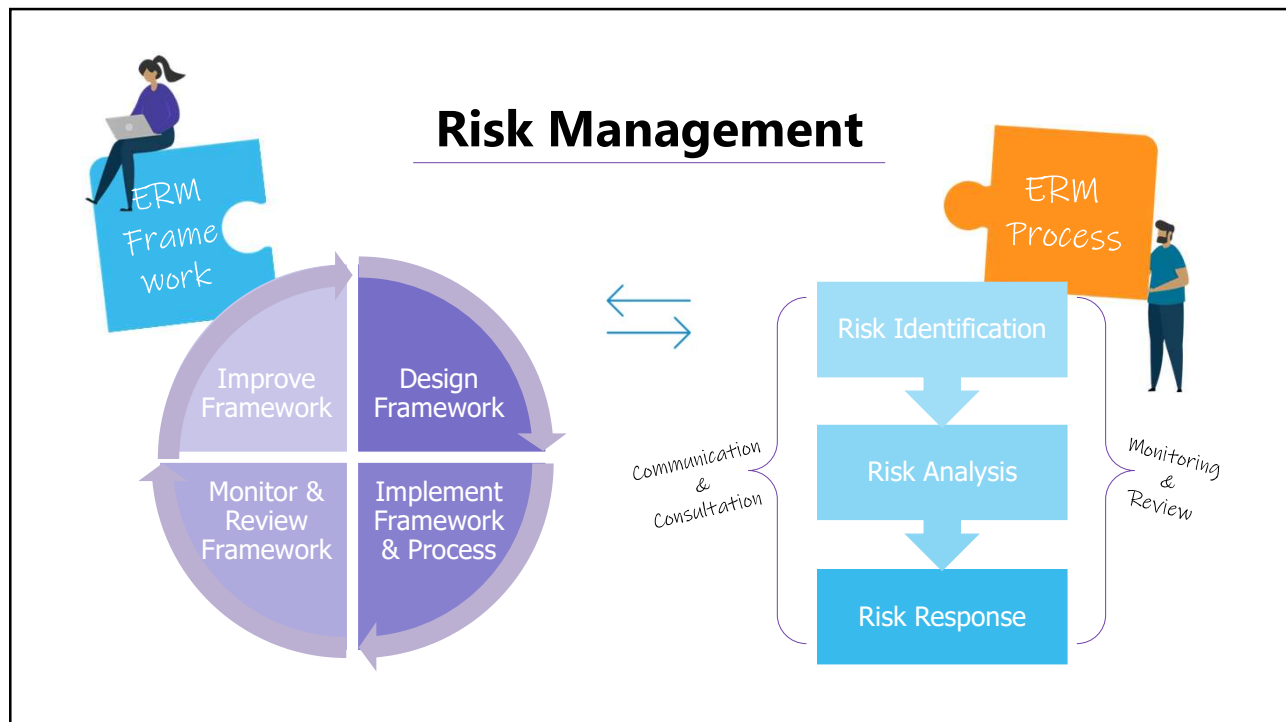
Why Risk Management?

Benefits include:

- ✓ Focus on your mission
- ✓ For your own safety and security
- ✓ Protect public image and reputation
- ✓ Better planning and preparation
- ✓ Save resources; fewer losses
- ✓ Reduced likelihood of legal action
- ✓ Assists with insurance procurement
- ✓ Accreditation/standards for the field



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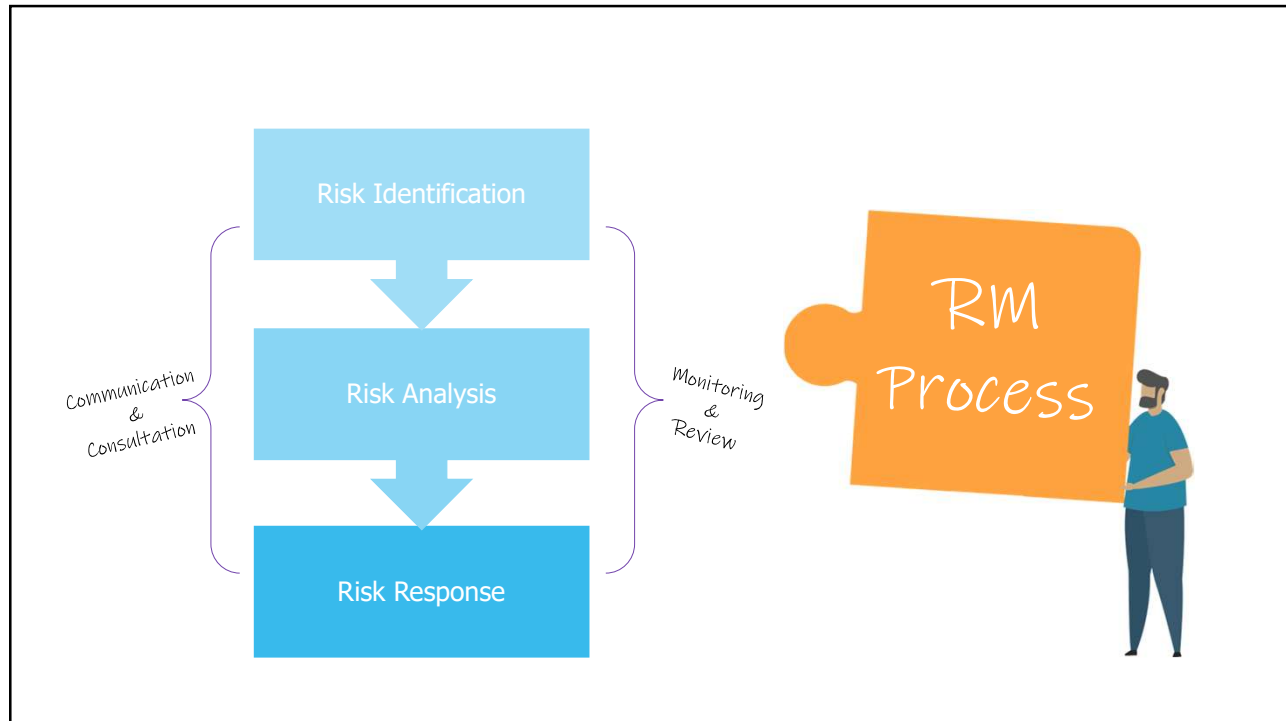
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Design Framework 4 Elements

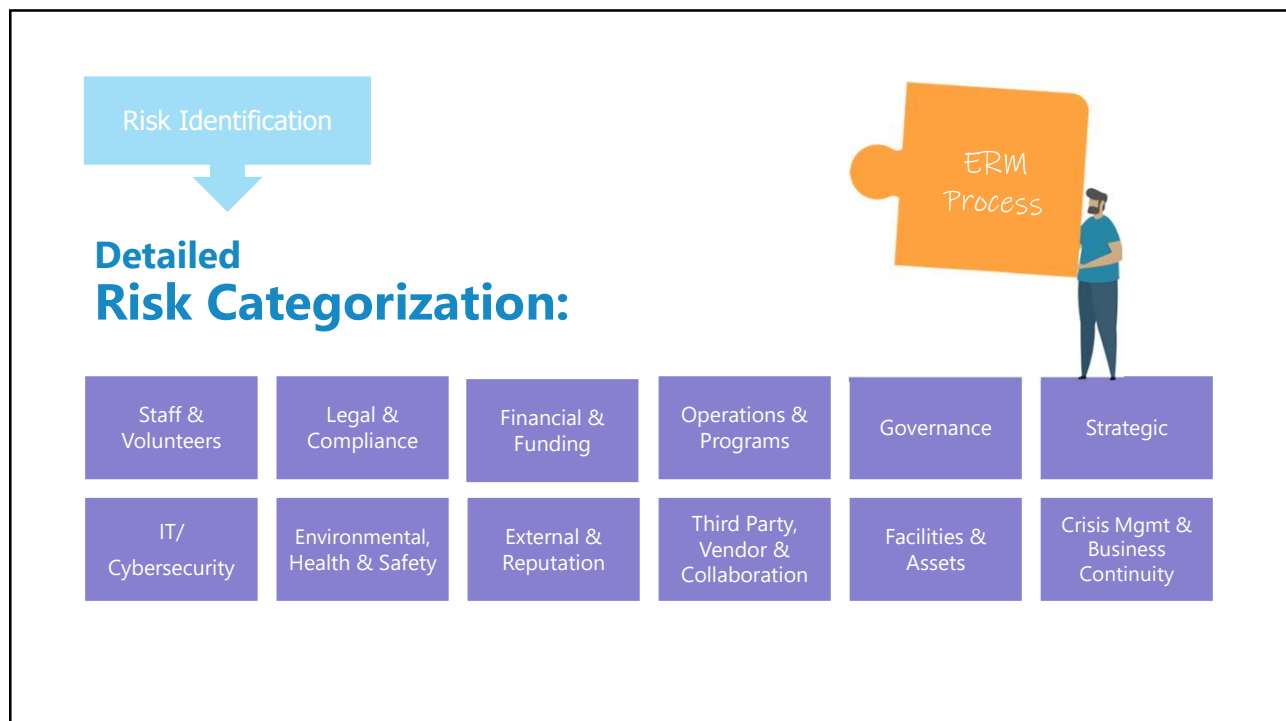
- Setting context
- Creating a risk management policy
- Structure and timing
- Risk-aware culture

IntegralOrg's **Risk Management Toolkit** includes a sample risk management policy to get you started!

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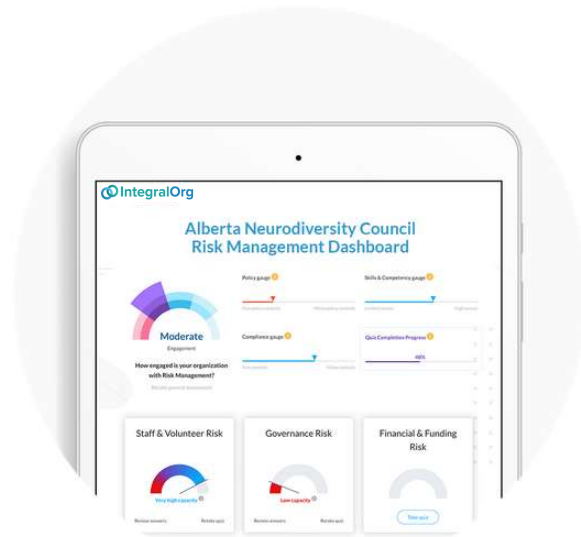
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Risk Management Toolkit

Available now! toolkits.integralorg.ca



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Risk Management Toolkit

Available for free! toolkits.integralorg.ca

General Assessment

Relationship to Risk

Which state organization

☐ Our responses

☐ We have taken others

☒ We are in the p levels of our or

☐ Risk management regularly inform

Back

Staff & Volunteer Risk

Moderate capacity

Legal & Compliance Risk

Moderate capacity

Operational & Pro

High capacity

Governance Risk

Governance Policies & Documentation

Does your organization keep records for the required retention period?

☒ Yes

☐ No or unsure, this is an area requiring attention

What is the required retention period? [Learn more](#)

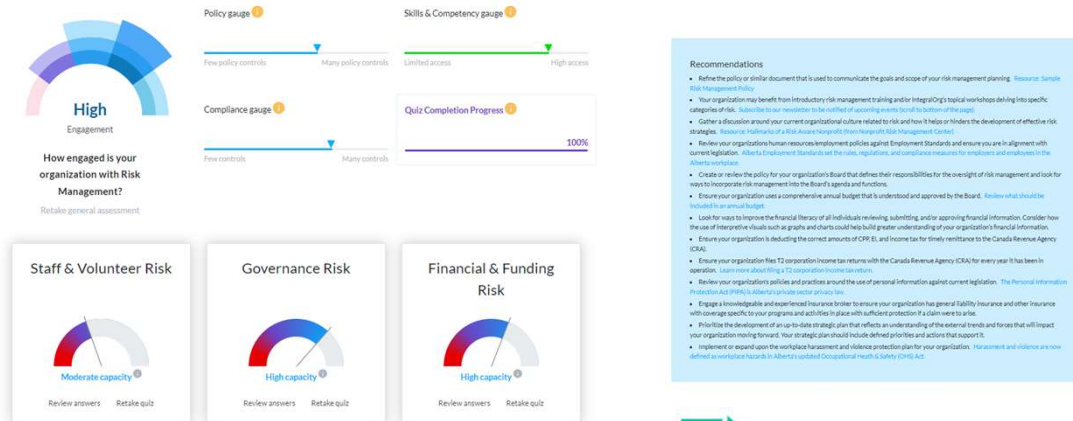
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Risk Management Toolkit

Available for free! toolkits.integralorg.ca

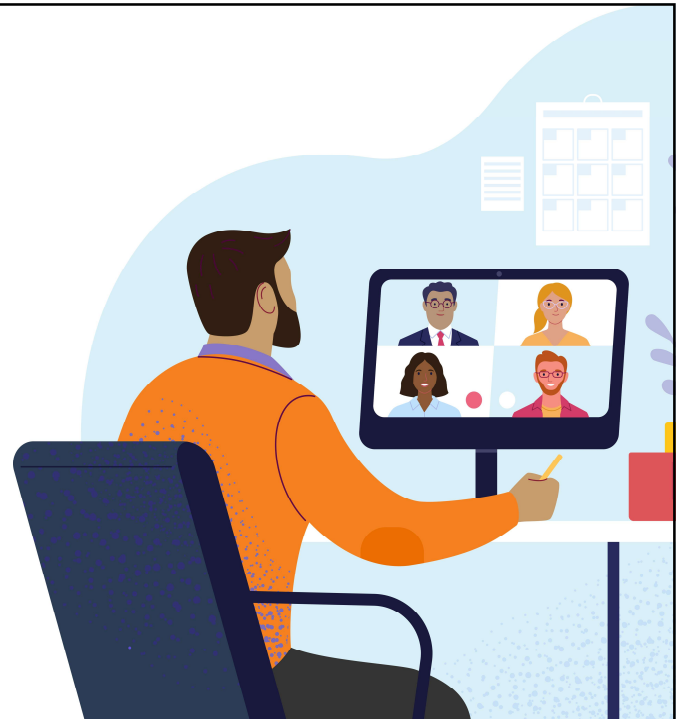


 **Download, share, & collaborate with your team!**

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What is the biggest risk your organization is currently facing?

Enter your answers in the chat!

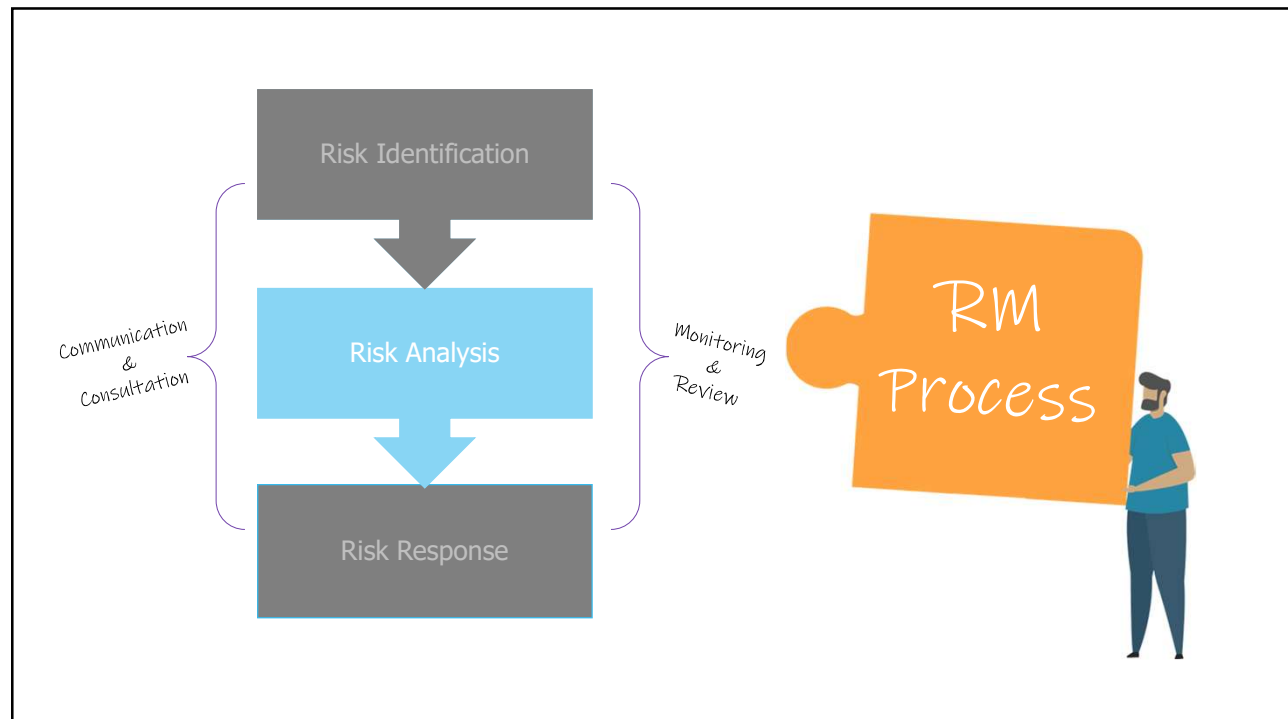


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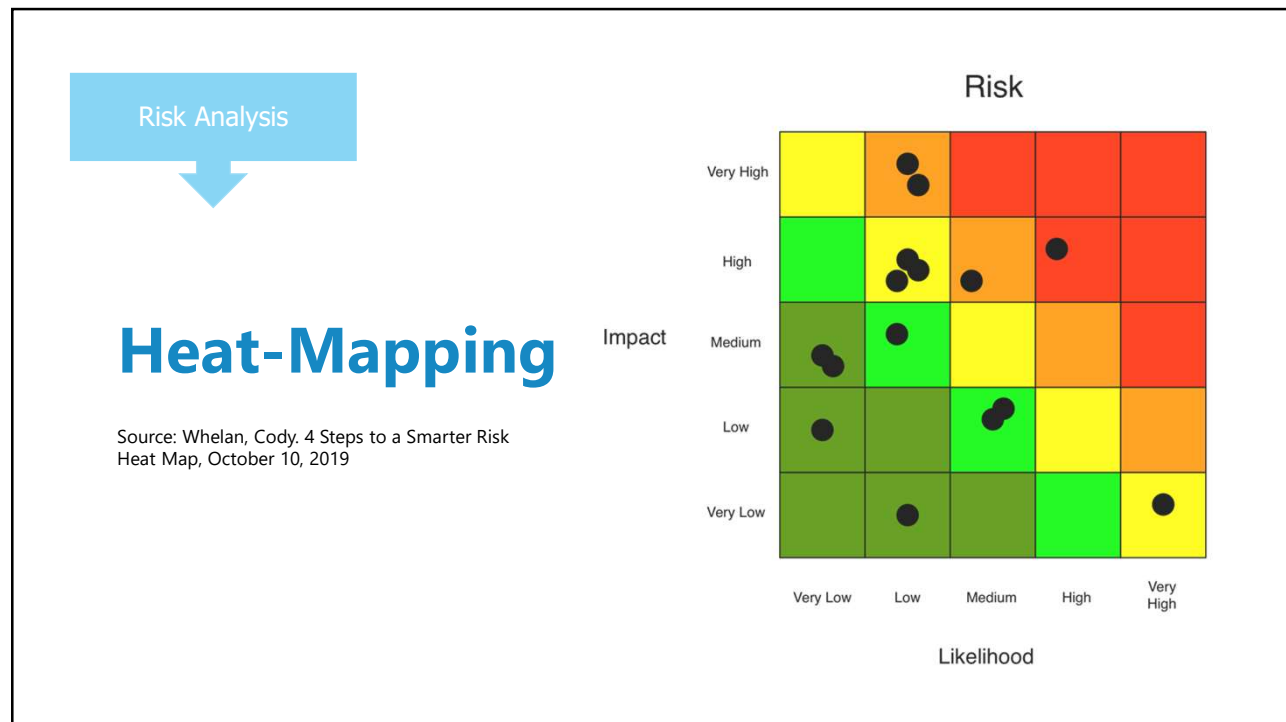
Top Risks Facing Nonprofits in 2024



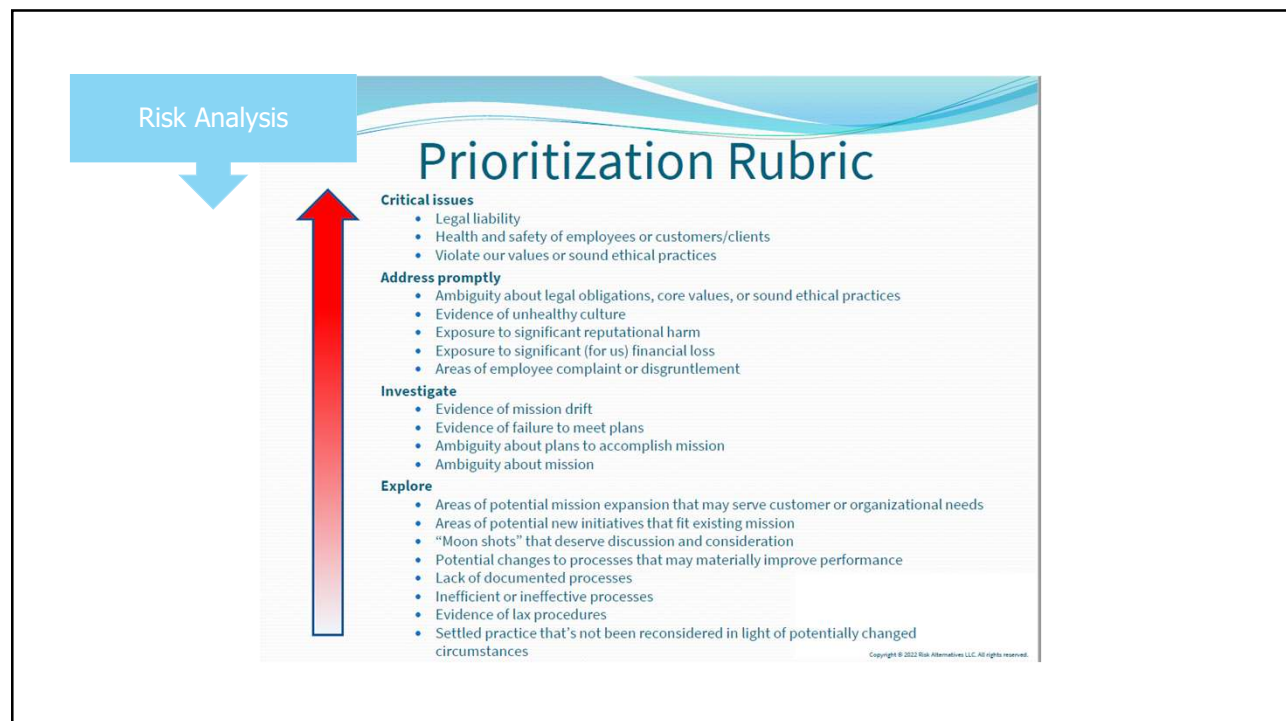
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5 WHYS Root Cause Analysis

As you complete this exercise, recall the natural inquisitiveness of a kindergarten. When children seek to learn more about the world around them, they often plague adults with endless "why?" questions. Each answer is met with more curiosity to unpack the world's mysteries even further. Risk professionals can emulate this childcare learning technique by asking "why?" five times. This process can peel away each distracting layer, revealing the root cause of a challenge or risk.

Describe a current challenge or risk (a disruptive event or action has materialized):
Example: a five-member program team resigned without giving notice.

Why is this happening/did that happen?
Example: the team decided to start a new, separate organization.

Why is that?
Example: the team grew disenchanted with the support they were receiving.

Why is that?
Example: the program the team supported was downgraded and is no longer a top priority for the current fiscal year.

Why is that?
Example: the demands of a new funder led us to consolidate our priorities; something had to give.

Why is that?
Example: the decision to consolidate priorities was made without involving impacted members of the team.

Consider the factors that influenced the trajectory of your challenge/risk event after the 5th WHY statement. Was this event influenced by actions/decisions in your control? Were there outside influences affecting how the risk materialized? What steps will prevent similar risks from materializing in the future?

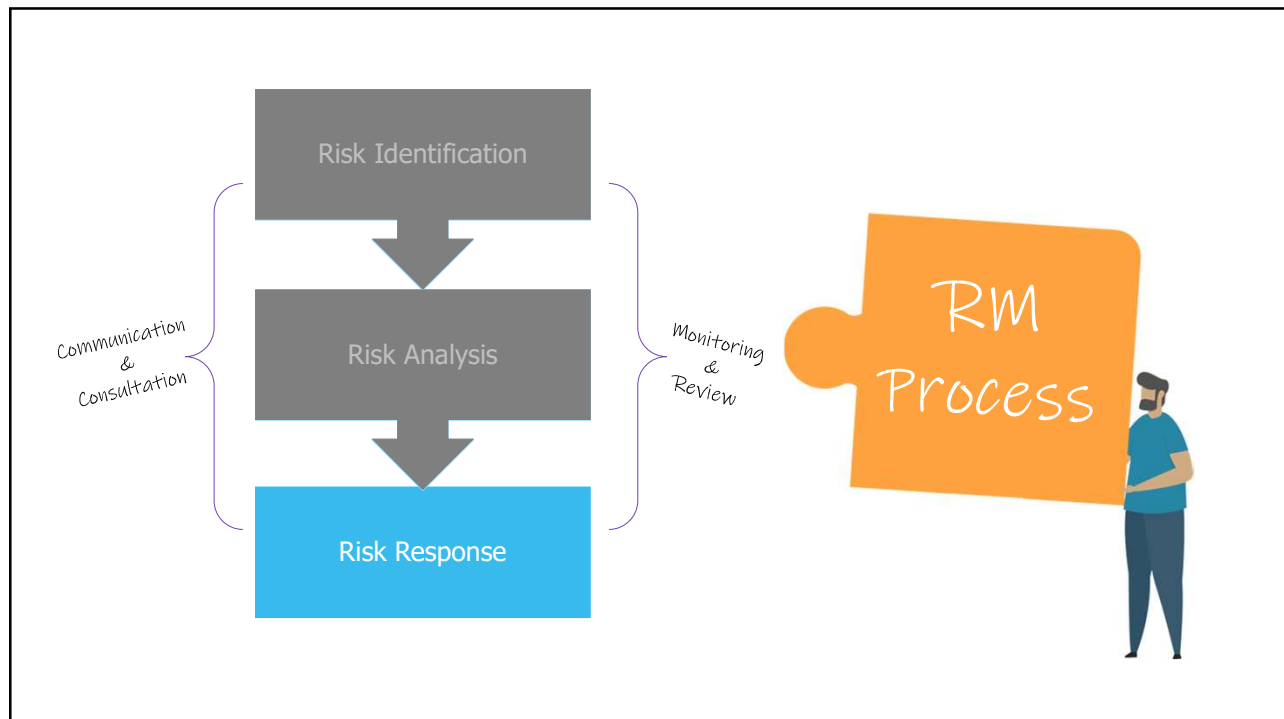
Risk Analysis

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5 Whys Root Cause Analysis

Source: Ohno, Taiichi. Collected from Nonprofit Risk Management Centre

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Risk Response Options

Risk Response

Mitigate <i>Reduce the likelihood of occurrence and/or impact</i>	Transfer <i>Shift the loss or liability to third parties</i>	Accept <i>Informed decision to accept both the impact and likelihood of risk events</i>	Avoid <i>Prevent the occurrence of hazards</i>	Exploit <i>Leverage opportunities</i>
<ul style="list-style-type: none"> Monitoring budgets/forecast Defining accountability Ensuring adequate skill sets 	<ul style="list-style-type: none"> Insurance Outsourcing Diversifying of investments 	<ul style="list-style-type: none"> Determining further investment in reducing risk would not produce adequate returns 	<ul style="list-style-type: none"> Cease the activity Divestment of operations Change objective, scale of operations, or scope of services 	<ul style="list-style-type: none"> Creating innovative programs Renegotiating contracts Reorganizing and restructuring

[Sample Enterprise Risk Management Framework \(univ.rut\)](#)

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Response-Based Risk Categorization:

Risk Response



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Response-Based Risk Categorization

Source: Kaplan, Robert s. and Mikes, Anette.
"Managing Risks: A New Framework". Harvard
Business Review, June 2021.

Risk Response

Preventable Risks Risks arising from within	Strategic Risks Risks taken for strategic returns	External Risks Uncontrollable Risks
Risk Mitigation Objective		
Usually controllable and can be eliminated or avoided (e.g. human resource policies, training, etc)	Can't be managed by rules, must try to reduce the probability that assumed risks may occur (e.g. scenario planning)	Beyond our control; we can't prevent them but we can be prepared and work in advance to reduce their impact (e.g. simulations)

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What can we learn from COVID-19

- Were you expecting it?
- Did it unfold as you thought?
- What made it especially challenging?
- What worked well?
- What are our take-aways?
- If you had known it was coming, what would you have done differently?

“ We think we've moved forward...
But the backdrop we're operating against has moved **even quicker.** ”



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Governance Role of the Board



Fiduciary



Stewardship



Foresight

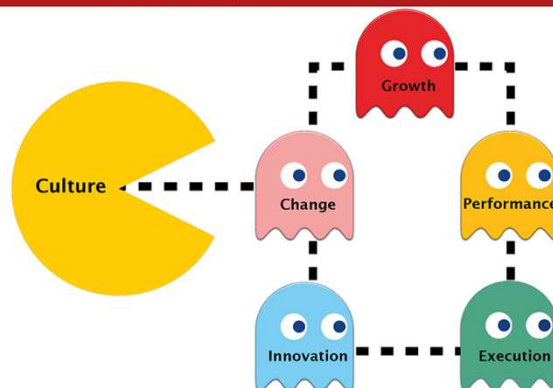


Oversight

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Importance of Culture

Organizational culture eats strategy for breakfast, lunch and dinner



Source: Torben, Rick (www.torbinrick.eu)

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Cornerstones of a Risk-Aware Culture

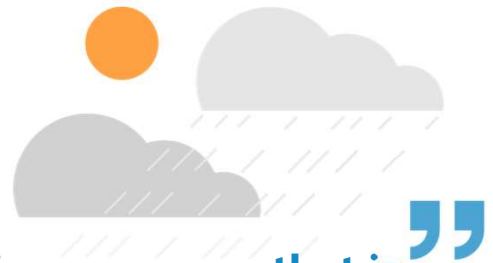
Questions to Ask Yourself



- Does our workplace culture help or hinder our nimbleness?
- Do our stated values match up with our team member's experiences?
- Is our culture inclusive and does it support diverse, creative, mission enthusiasts?
- How can we fortify our culture to build resilience?

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Resiliency over Stability



A company built for resilience is a company that is structured to last forever.

This is different from a company built for stability. Stability, by its very definition, is about remaining the same.



Simon Sinek, The Infinite Game

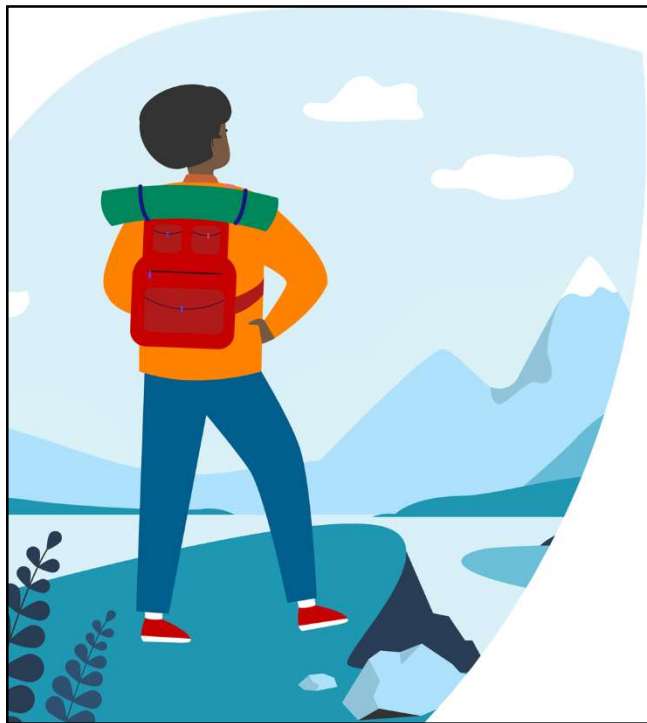
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Best Practices in Building Resiliency Through Risk Management:



Nason, Rick, "Rethinking Risk Management", 2017.

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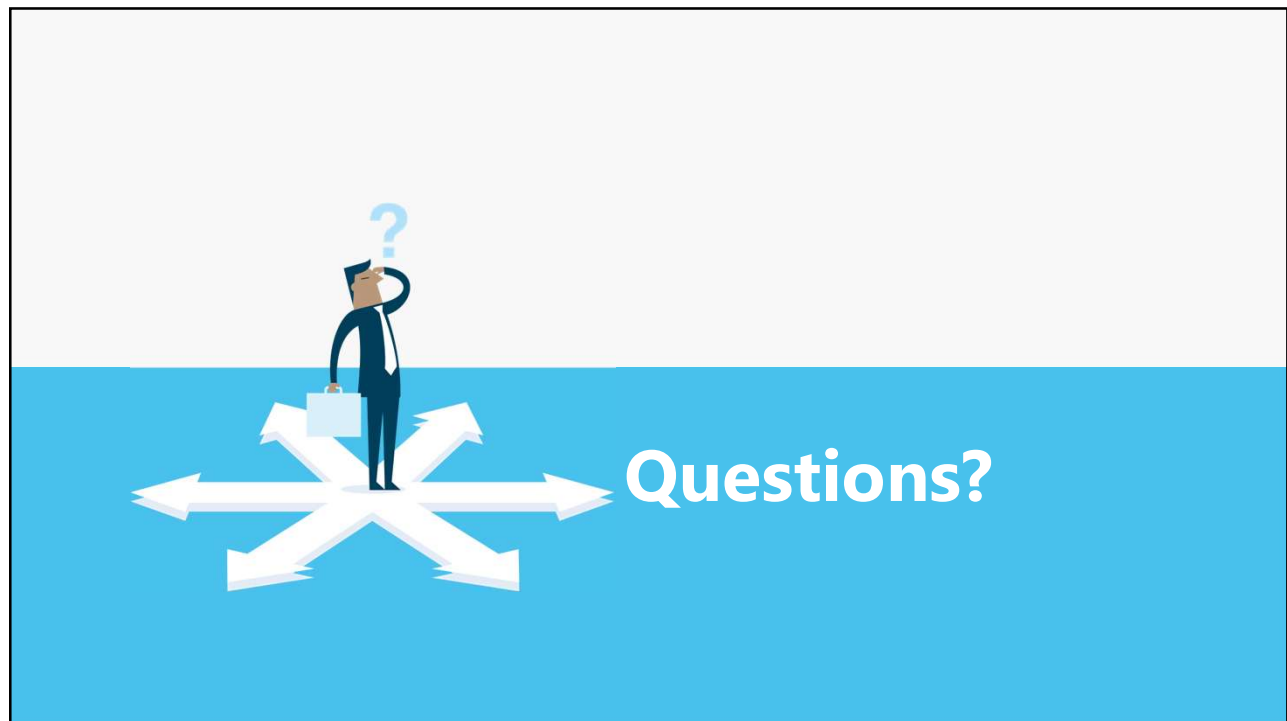
Risk Management Plan

1. Assess where your organization is now in both the framework and the process.
2. Expand your knowledge base through training and resources.
3. Engage people in the process.
4. Connect it to your mission and strategic priorities.
5. Pick a priority area(s) and get started.

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or**

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You might have questions about

- Attaining charitable status
- Strategic planning
- Policies & bylaws (writing and review)
- Social enterprise legal structures
- Governance and board development

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