

STEP	ACTIONS	DETAILS
1. Face the Facts	Find the facts first	<ul style="list-style-type: none">• Conduct independent investigation• TRUST BUT VERIFY• Bad habits• Bad assumptions• Bad actors• Bad decisions• Get professional help if needed• Pay Your bills(at least some of them) as promised• Rebuild financial credibility
	Identify...	
	Follow the Money	
2. Admit Culpability (It's cheaper in the long run)	<ul style="list-style-type: none">• Use the Magic Words “I'm Sorry”• Create a Fresh Start• Wear out the Mantra: "That was then; this is NOW!"	
3. Build a Plan: Share it Widely	Revisit the Mission Statement	<ul style="list-style-type: none">• Clarify: is it still operational?• Revise if needed• How long will it take?• What change is required• How much will it cost?• Where will it come from?• How will we recognize "success"?• Website – email – Facebook – Twitter - Newsletters• Internal staff bulletin boards• Official reports and correspondence• Local press, if available• Go back to the Magic Words• Restate the Plan and Schedule
	Identify the steps and timeline for "success"	
	Post the Plan	
	Adapt to Events - Abandon Unworkable Elements Quickly	
4. Make Change; Take Bold Action Early	Positive Actions	<ul style="list-style-type: none">• Find at least one good thing to do and DO IT ASAP• Seek new programs, new activities• Separate troublemakers• End deficit programs however popular
	Negative Actions	

STEP	ACTIONS	DETAILS
5. Strengthen Governance	Improve board structures and processes	<ul style="list-style-type: none">• Update the By Laws and Articles of Incorporation• Meet regularly and often• Insist on Active Committees - Finance• Recruit new Board members• Build a positive record - minutes
	Use technical tools to relieve Board burdens	<ul style="list-style-type: none">• Board only website - get them timely information• Conference calls for committees• call in to Board meetings
	Reflect and Communicate	<ul style="list-style-type: none">• Insist on a unified voice – the Board Chair speaks• Conduct an honest Board self- assessment• Say thanks often - Board membership is thankless
6. Upgrade Staff	Improve staff structures and processes	<ul style="list-style-type: none">• Complete formal performance evaluations• Improve Staff Leadership - middle and senior management• Relieve Anxiety• Invest them in the future• Face time - present the plan• Make promises, Keep promises, Maintain contact• Stress cost of service replacement - they have an investment• Present them as turnaround agents - YOUR success is THEIR success
7. Rebuild Funder Relations	Improve communications	
8. Check Your Legal Back	<ul style="list-style-type: none">• Find a good lawyer• Cooperate with law enforcement• Attend to HR: head off internal jackals• Stand firm against external pirates	
9. Talk to the Press: Communicate/Communicate/Communicate	<ul style="list-style-type: none">• Request a meeting with critical editors• Use letters to the editors• Create positive news events• Use expanded news vehicles: radio, web sites, other media• Ask funders to issue positive press• Involve staff in community relations• Tell your story to clients	
10. Use Core Values to Move to a Bright Future	<ul style="list-style-type: none">• Articulate Core Values - WHAT YOU DO BEST IN THE WORLD• Identify what it takes to get there• Unify Staff and Board in a common future vision• Seek new leadership to get there• Choose a new leader and a new future	