

When Crisis Becomes Catalyst



National Community Action
Management and Leadership
Conference

January 28, 20

Keith Jarrett and the Lesson of The Köln Concert



Meet the Panelists



Bryan Duncan, CCAP, Executive Director, I-CARE, Statesville, NC & 2nd Vice Chair, NCAP Board;

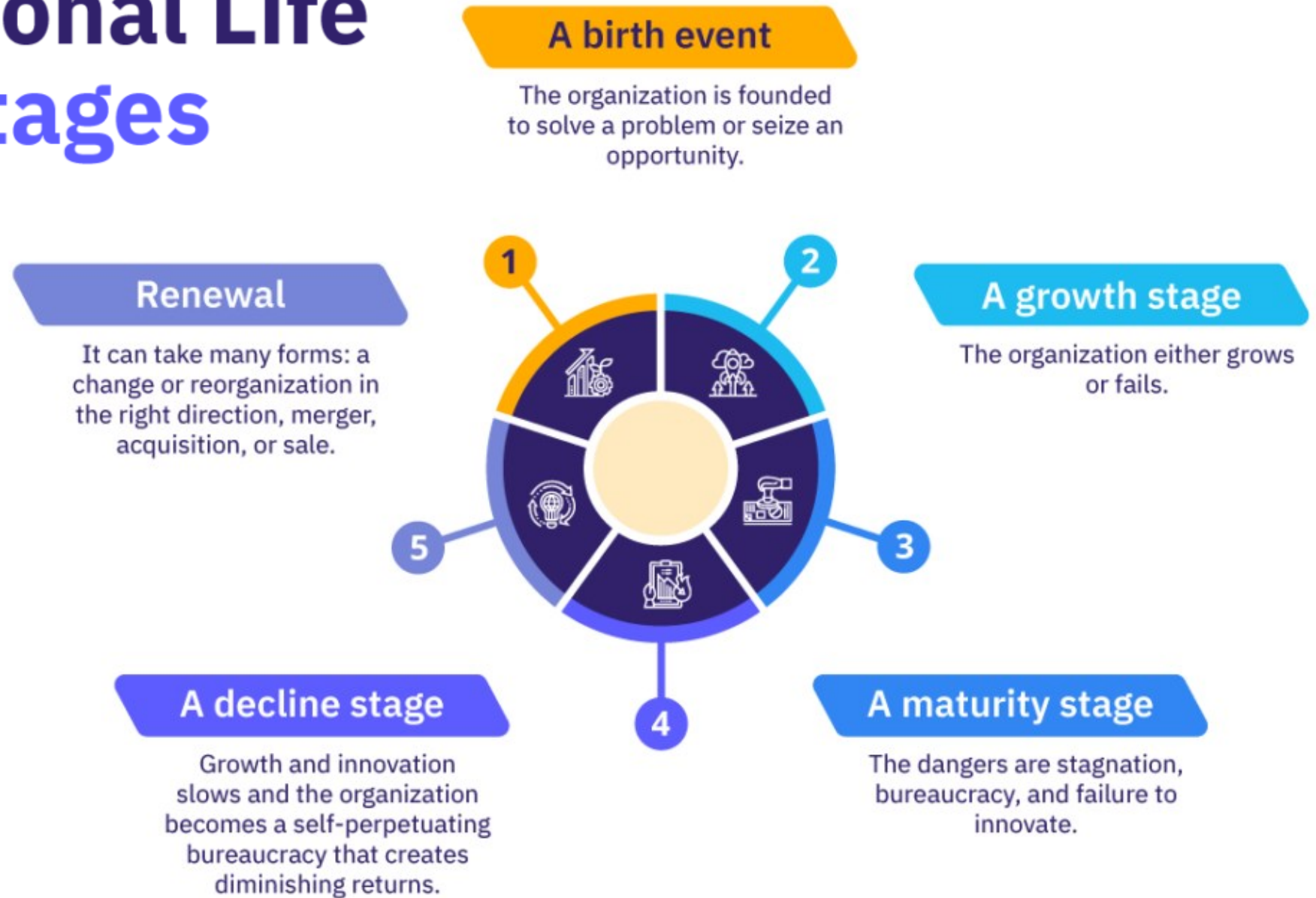


Darin Preis, Executive Director, Central Missouri Community Action Agency, Columbia, MO;



Magi York, Executive Director, Panhandle Community Services, Amarillo, TX

Organizational Life Cycle: 5 Stages



Source: [Academy to Innovate HR](#)

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Panel Discussion



Potential CAA Actions to Course Correct

Organizational Change Continuum



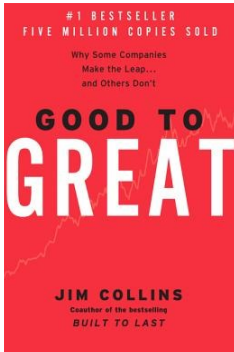
More Independent

Less Independent

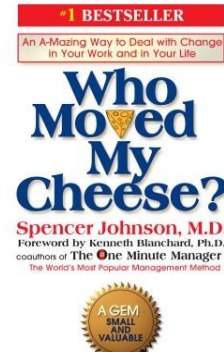
Activity: Taking Action

- If your organization needed to retool or grow in the next six months, what would be the first action you would take?
 - **Retool Internally**
 - **Share Services**
 - **Transfer or exit a program**
 - **Grow through partnership/merger**
- Move to that station and talk with your peers about why you think this is the best choice for your organization
- Be prepared to share a few key points from your discussion

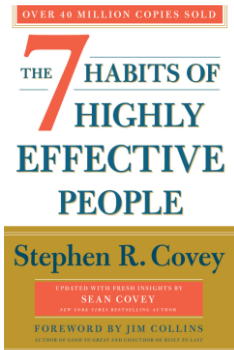
Resources For Action



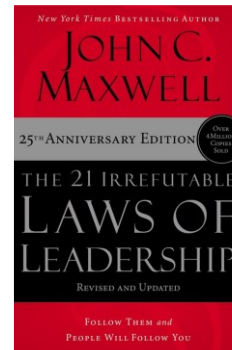
Good to Great – Jim Collins



Who Moved My Cheese? – Spencer Johnson, MD



7 Habits of Highly Effective People – Stephen Covey



The 21 Irrefutable Laws Of Leadership – John Maxwell



Internal Agency Communications

Assessment: Strong internal communication is essential for agencies to serve clients effectively. This assessment helps identify where communication is working well and where it needs improvement.

Instructions: Rate each statement honestly based on how things actually work in your agency.

Communication from Executives to Staff

Important priorities and decisions are clearly communicated from leadership to staff.			
Rarely/Never	Sometimes	Usually	Almost Always
Staff have real opportunities to share concerns and ideas with management.			
Rarely/Never	Sometimes	Usually	Almost Always
Employees find out about changes and decisions in a timely way.			
Rarely/Never	Sometimes	Usually	Almost Always

How do you ensure an important message is shared with the entire organization?

How often do you communicate to the entire agency?

What tools do you use to communicate to the staff?

Scan Here to Access:



Team Questions to Bring Home

1. Where do we believe we are in the organizational life cycle, and what evidence supports that conclusion?
2. What is the biggest mismatch between our current operating model and the conditions we are facing today? (*Funding, staffing, governance, systems, community demand, or scale.*)
3. What constraints are most limiting our ability to adapt, and which of those are within our control to address?
4. What opportunities exist that were not there two or three years ago—and what would pursuing them require from us?
5. What are we continuing to protect that may no longer serve long-term viability or mission alignment?
6. What decision are we delaying because it feels risky or disruptive, and what is the cost of continued delay?
7. If conditions worsen in the next 12–18 months, which decision would become unavoidable—and how could we prepare for it now?

Community Action Board Discussion Guide for Uncertain Financial Times



Boards need to understand the current financial landscape and financial risks the organization faces.

[Access the Board Discussion Guide Here:](#)



NEW RESOURCE: NCAP'S SCENARIO PLANNING TOOLKIT

The Scenario Planning Toolkit equips CAAs and State Associations with curated tools and resources to navigate uncertainty.

Use the toolkit to:

- Assess and plan for key impact areas: financial, operations, programmatic, and community.
- Identify challenges, evaluate impacts, and develop strategies for changing conditions.
- Strengthen decision-making and organizational resilience by exploring multiple future scenarios.



Community Action Network Scenario Planning Toolkit

National Community Action Partnership
February 2025

[Access the
Toolkit Here:](#)





Thank You!