



YES WE CAN:

Standing Strong in the Face of Disruption



Tania Little, Tanya Rumble & Tony Myers

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Welcome & Introductions



TANIA LITTLE



TANYA RUMBLE



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Brave Space

- Welcome multiple viewpoints
- Own intentions/impacts
- Take risks
- Step back
- Name group dynamics
- Actively Listen
- Challenging with Care
- Confidentiality
- Break it down



Getting to know each other

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1. Share your name, pronouns, and why you care about your work
1. Name one learning objective you're practising today.
1. Share one value you are trying to protect in your work right now.

What Did You Hear?



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Standing Strong in the Face of Disruption

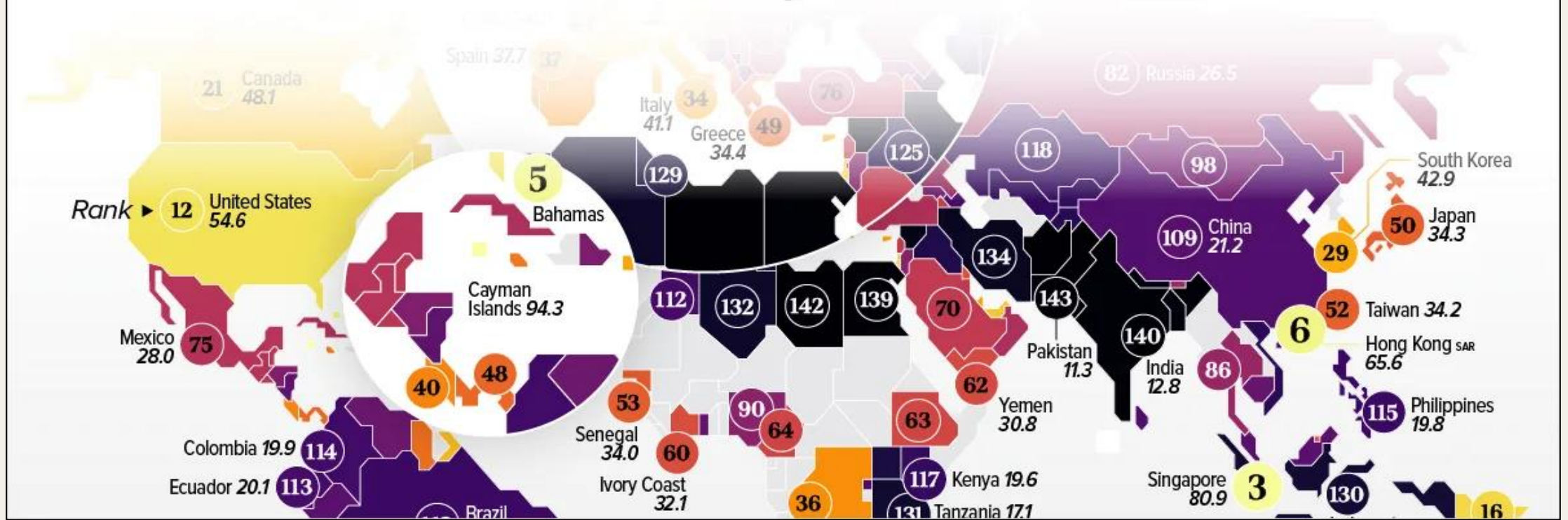


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COST OF LIVING INDEX

As of mid-year 2025





FOOD BANK USE IS AT ITS HIGHEST IN CANADIAN HISTORY

LET'S REDUCE FOOD INSECURITY IN CANADA

LEARN MORE

HOMES
NOW!

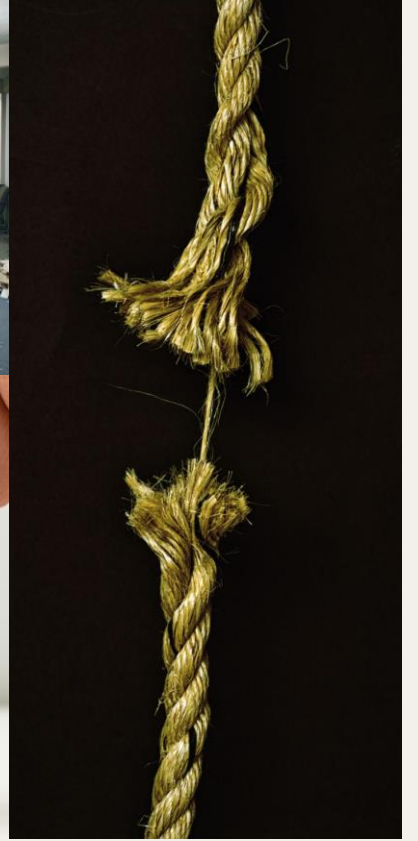
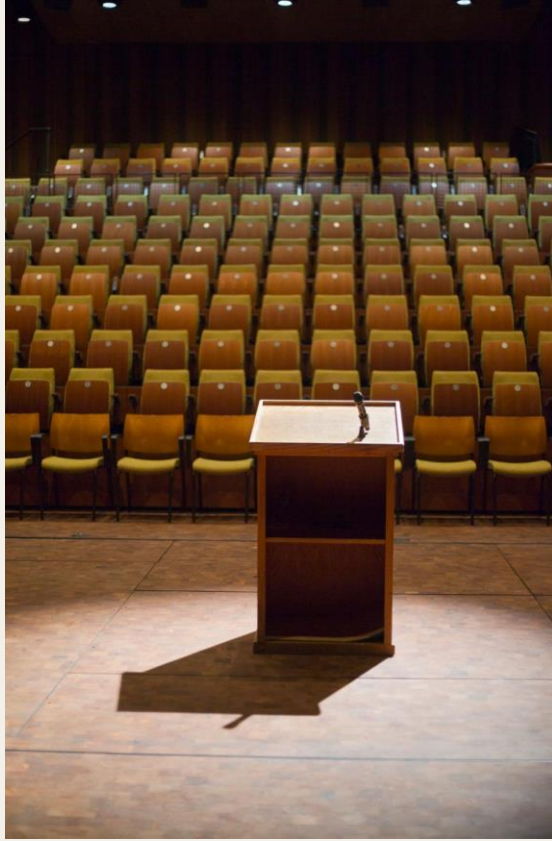


dis / rup / tion

... disturbance or problems which
interrupt an event, activity, or
process









Getting to know each other

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1. Stop & Think
1. Recent disruption at home, work, or in life
1. Go back to the same person
1. Organization, Mission, Size, & share a disruption

Your Examples of Disruption

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Disruption, the Phenomina

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dis / rup / tion

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The 4 Stages of Disruption:

What stage are you
at in your role / life?

1. Disruption

1. Rapid Evolution

2. Convergence

3. Complete
Reimagination





STAGE 1 Disruption

Introduction of a new concept / person / process or event that interrupts the flow of work / life / and/or relationship to self, others or the environment.



STAGE 2

Rapid Evolution

The innovation or change rapidly takes hold, improves performance and outcome, and often at a faster pace than the previous concept / person / process interrupting the status quo.



STAGE 3

Convergence

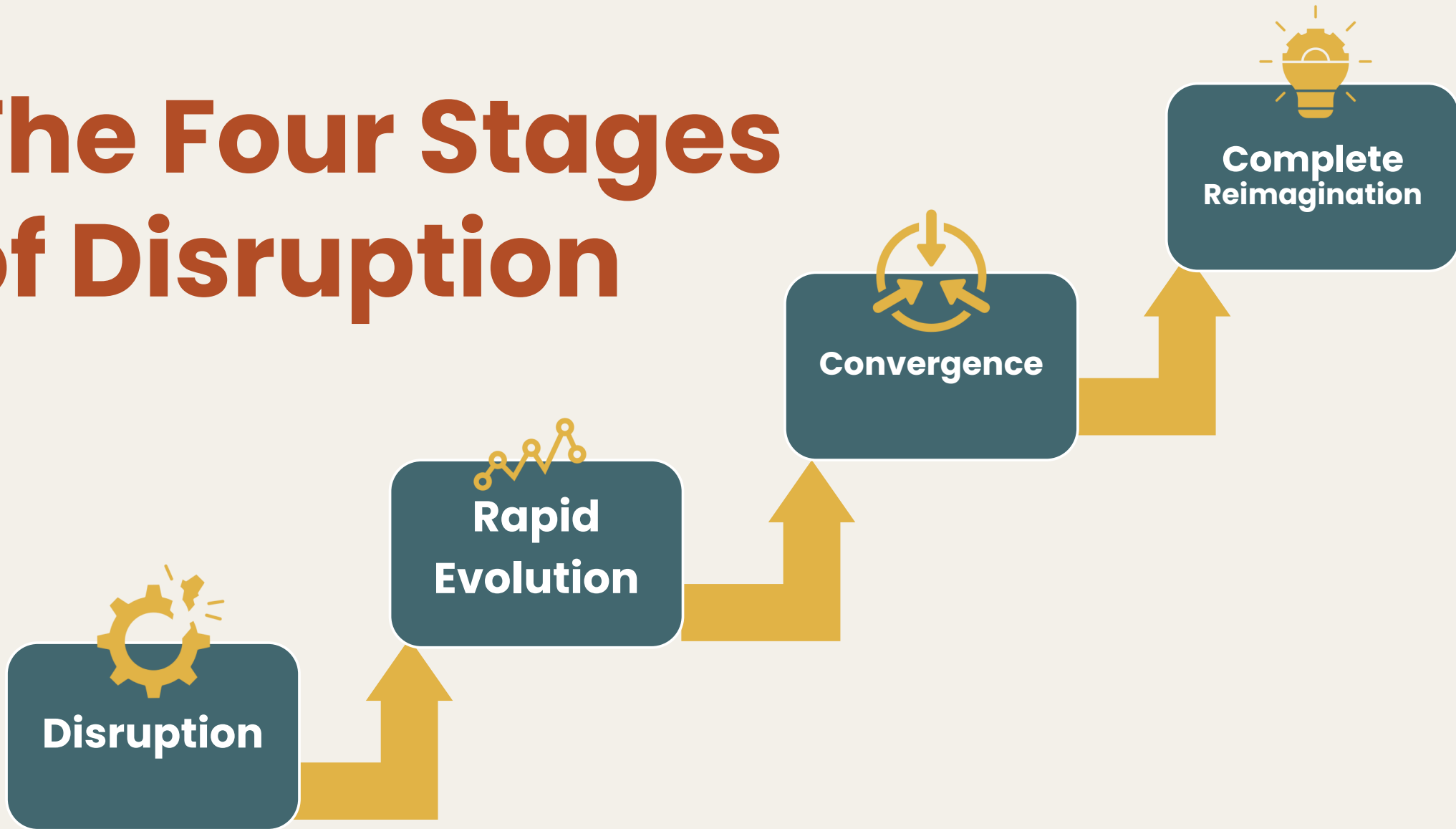
The innovation or change takes hold and begins to integrate with the mainstream or converge with other changes / disruptions



STAGE 4 Complete Reimagination

The innovation or change becomes mainstream (the norm) displacing the previous status quo and forcing others to adapt or decline.

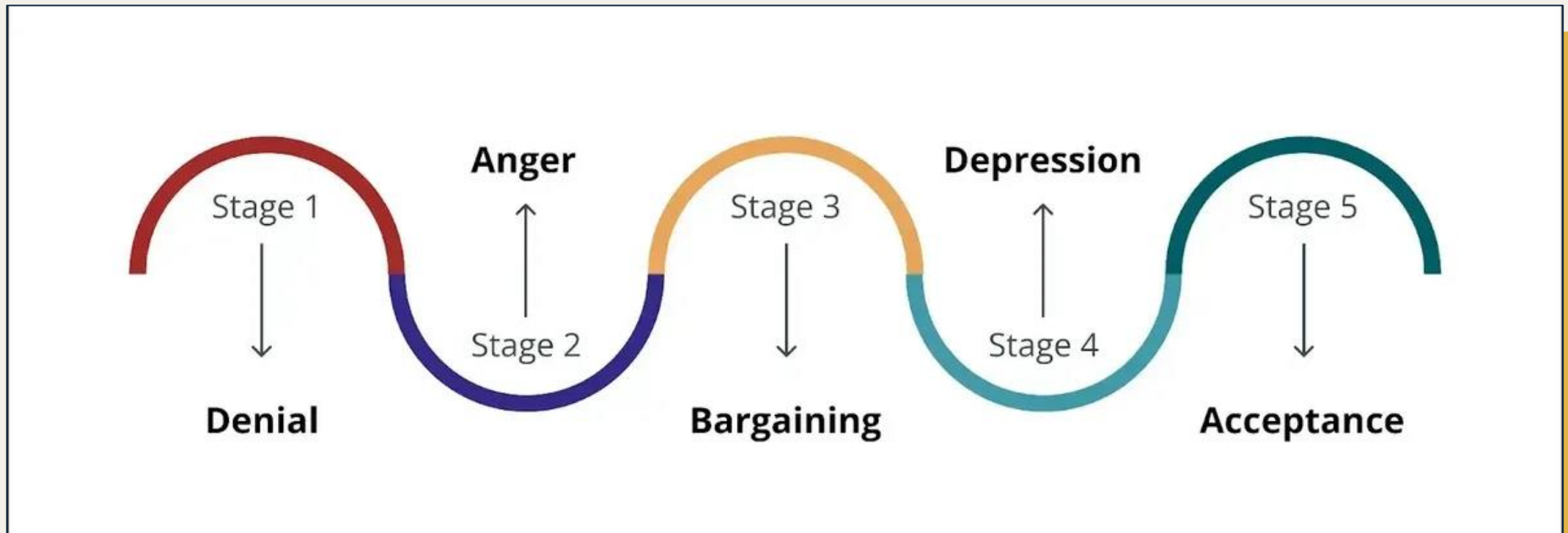
The Four Stages of Disruption



Disruption vs. Chaos



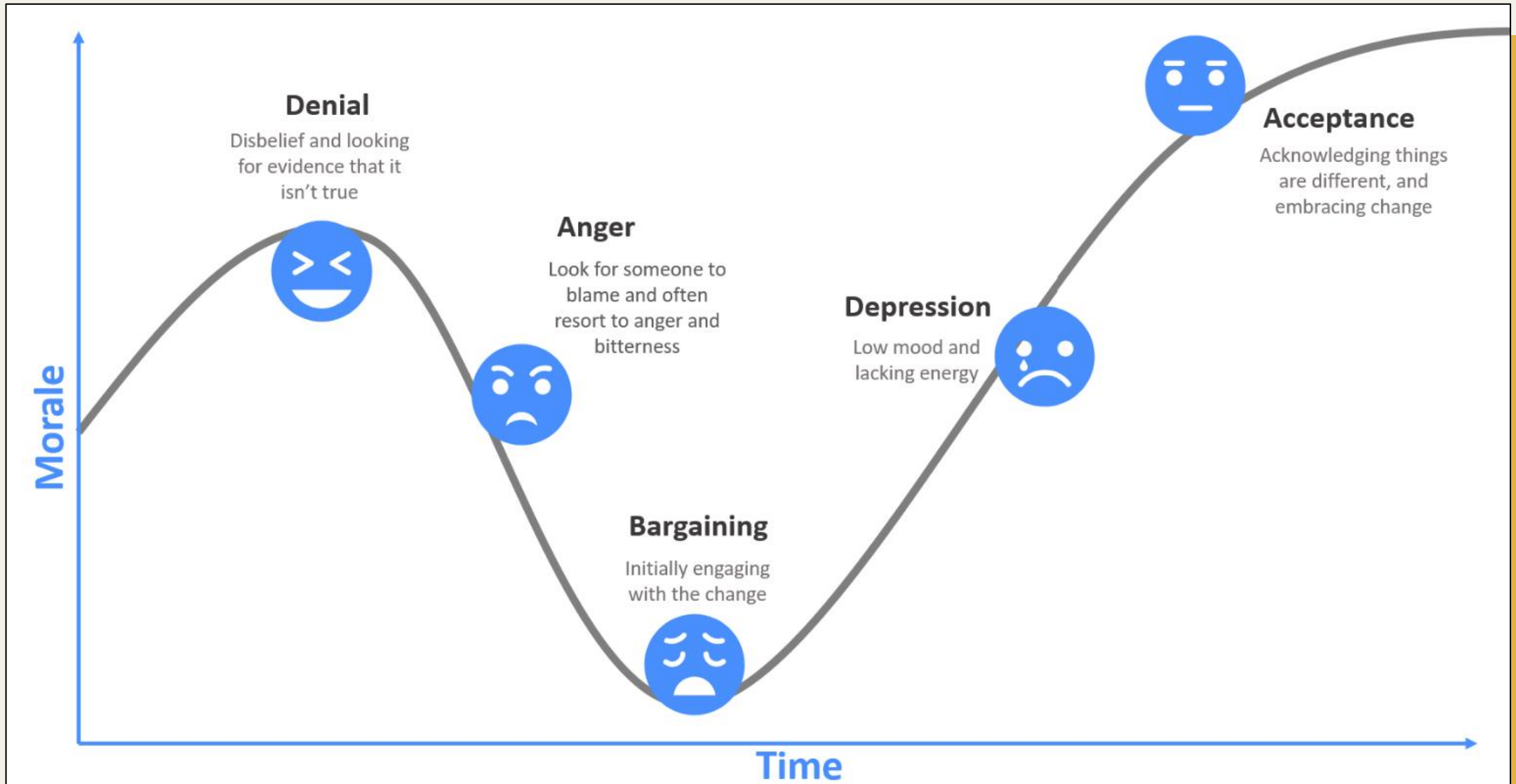
The Human Reaction to Disruption: The Change Curve



Kübler-Ross Change Cycle



1. Denial
2. Anger
3. Depression
4. Bargaining
5. Acceptance



Summary

- Welcome
- Introduction
- Disruption defined
- Disruption phases
- Disruption responses
- So, now what?







iMPROVE
DEVELOP
TRAINING
MOTIVATE
COACHING
iNSPIRE



Leading in the Face of Disruption



Leading in the Face of Disruption

- Communicate clearly
- Acknowledge the truth
- Honest about the difficulties / challenges
- Outline the steps forward
- Create space for dialogue
- Articulate time of next communication
- Promise to report outcome
- Over-communicate
- Name what you know + what you don't
- Name power dynamics
- Ask 'whose voices are missing'
- Commit to repair if impact > intention

Small Group Discussion

What are the tools at your disposal?



Small Group Discussion

What are the top 3 tools
you employ most often?

And why?



**You are the
greatest among them.**





Values Exercise

1. Explore what your values are today
2. Determine which values are most important to you
3. Prioritize your values
4. Apply your values in disruptive environments

STEP 1

Hand out two pieces of paper to participants.

STEP 2



Use one of the papers and write down the values that you hold to be true in your life...the values you live by...the values that are important to you.

Please identify your top 20 values.

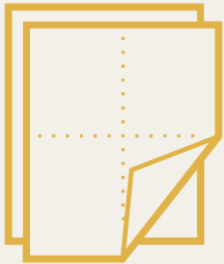
STEP 3



Take the second piece of paper, fold it, and divide it into 8 equal pieces.

Then tear your sheet into 8 pieces

STEP 4



From the values you have written down, please choose 7 values that are the most important to you.

Write them down.

STEP 5

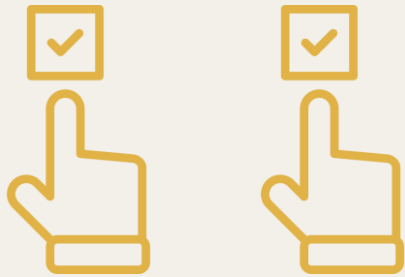


If you were to choose only one value, which one would you choose?

Separate that value from the remaining six.

STEP 6

If you were given a second chance, what would you choose as your next important value?



STEP 7



If you were given a third choice, what would you choose as your next important value?



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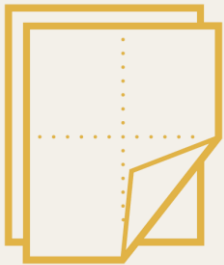
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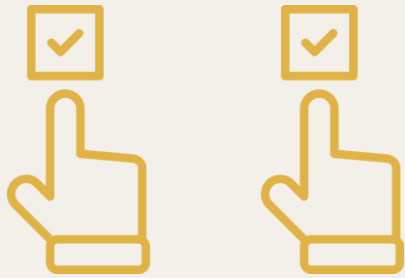


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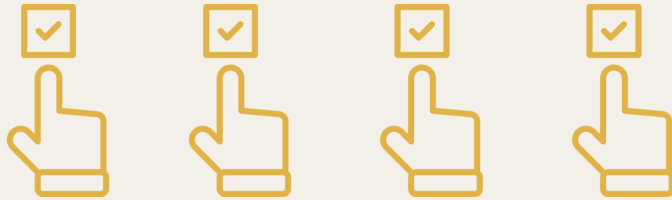
STEP 7



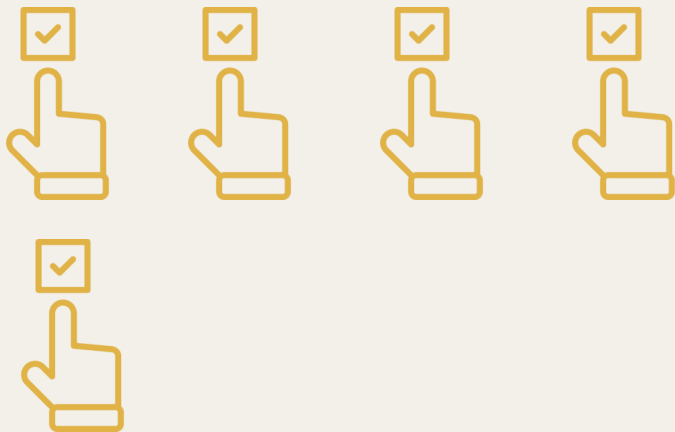
If you were given a third choice, what would you choose as your next important value?

STEP 8

If you were given a fourth choice, what would you choose?



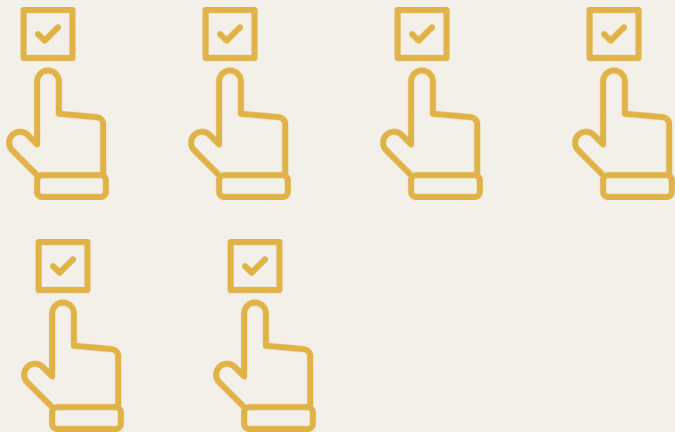
STEP 9



If you were given a fifth choice, what would you choose as your next important value?

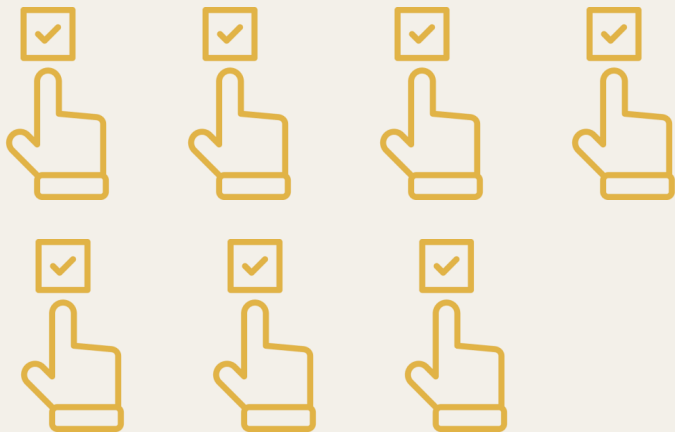
STEP 10

If you were given a sixth choice, what would you choose as your next important value?

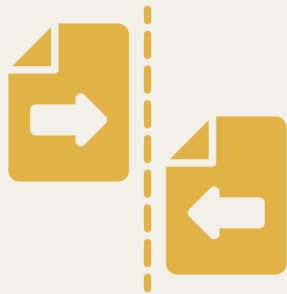


STEP 11

If you were given a seventh choice, what would you choose as your next important value?



STEP 12



Now, compare the first and the second value.

Do you want to change the order of importance?

Questions: for – 1:1 discussions

1. So, what does this tell you about yourself?
2. Are there any surprises?
3. Have you learned anything new about yourself?
4. If so, what did you learn?
5. If you did this exercise 10 years ago, do you think the list and the order of the list would be the same or different?



Values Test # 1

If you woke tomorrow morning, with enough money to retire for the rest of your life, would you continue to hold on to these core values?



Values Test # 2

If you were going to start a new organization in a different area, what core values would you build regardless of the activities?



Values Test # 3

Can you envision these values
being as valid 100 years from now
as they are today?



Summary

This morning

- Disruption
- You and Your Values

This afternoon

- Acquired and heightened awareness
- Combine with your mindset
- Apply in real world situations with you and your colleagues in a team environment

Case Study



Northbridge Community Services Dilemma 2026

The Background & History of Northbridge Community Services

- NCS is a 22-year-old urban nonprofit with 47 staff and a \$2.2M annual budget running five core programs serving hundreds of people daily.
- A confirmed funding loss of \$246,000 takes effect June 30, representing 11% of total revenue, with a potential third loss of \$57,600 still pending federal review.
- NCS holds 75 days of operating reserve. Without a revenue response, that reserve begins absorbing the gap immediately.
- The ED learned of the confirmed losses in late April. The full Board is hearing this for the first time yesterday.

The Background & History of Northbridge Community Services

- News reports have indicated that government cutbacks may be more extensive than already realized.
- The Director of Fundraising has been proactive in seeking additional funding opportunities in anticipation of even more government cutbacks.
- The Chair of the Board has called an emergency meeting for this afternoon at 2pm.
- The leadership team has been instructed to come prepared to offer solutions. There will be no time for the leadership team to meet prior to the meeting with the board.
- There is no time to undertake any community/stakeholder engagement.

Assignment





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Welcome back



Your Assignment

- We will create five teams
 - One team will take on the role of the **Board**
 - One team will be the **CEO**
 - One team will be the Director of **Programs**
 - One team will be the Director of **Fundraising**
 - One team will be the Director of **Finance**
- Please read the case study carefully
- Prepare yourselves for the meeting
- Each group will assign one spokesperson who will be the lead at the board meeting

Questions?





Board Meeting



Board Deliberation



Debriefing





Discussion 1

In your group discuss

a) What you did well?

b) What would you do differently?

c) What did you learn? What stands out?



Board Decision





Learnings from the simulation



Leadership is about change!

- All major/strategic change needs support from the top.
- The more complex the change, the more important it is to have change process.
- Choose your own change models and tools - make use of them.

Commitment:

**What is one action you will
take after today?**

98



Our learnings from YOU

**Great Work
EVERYONE!**

Appendix/Archived Slides

Bibliography

→ A Leader's Guide to Handling Disruptions Inside and outside the Workplace

→ Disruptive Change is Hitting Leaders and Managers Hardest.

→ Leadership in the Age of Disruption: What it takes to Stay Ahead.

→ To Leading Through Change: Strategic Leadership in the Era of Disruption¹⁰².

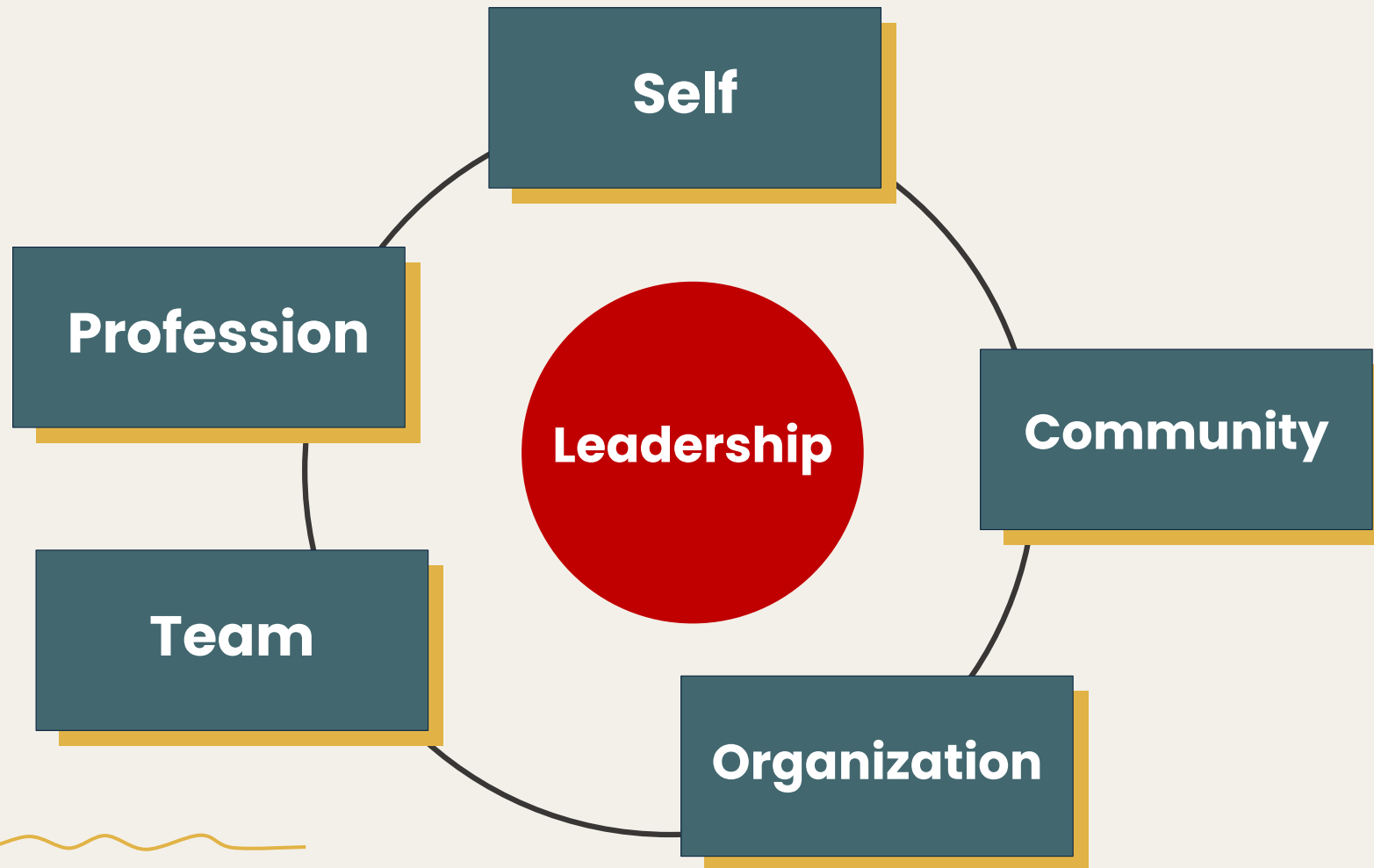
What we would like you to experience ...

- An organization at a crossroad
- The difference in roles of various leaders and a Board
- Integrating perspectives of individual leaders, community leaders and organizational leadership
- The complexity of relationships, values, power & influence
- The responsibilities of Board vs Staff/ Leadership

What we would like you to experience ...

- Perspectives in leadership, based on position
- Disruption challenges imposed on leadership decision making
- Importance and relevance of marketplace realities
- The art of managing up
- The complexity of relationships, values, power & influence
- The responsibilities of Board vs Staff/Leadership

Leadership Continuum



Responsibility of Boards

- Setting Strategy
- Approving Budgets
- Hiring the CEO
- Ensuring Legal compliance
- Relationship with management (CEO)

Responsibility of Management

- Daily Operations
- Implementing Strategy
- Managing Staff
- Daily financial and operational decisions
- Relationship with the Board (CEO)