

STEPPING OUT OF THE WHIRLWIND

October 15,
2015 TAP Talk
SLHI

BURNOUT

- **Overworked**
- **Underpaid**
- **Under-resourced**
- **Abundant need**
- **Underappreciated**
- **Success not in sight**

8 DIMENSIONS OF WELLNESS



FACTORS FOR SUCCESS

1. Appoint a second in command
2. Build bench strength
3. Create career paths for experts separate from management
4. Well paid
5. Shared power between executive and board
6. Planning for succession

Grant, HM, & Crutchfield, L. (2008) The hub of leadership: Lessons from the social sector. *Leader to Leader*, 2008 (48), 45-52.

PURPOSE, MASTERY & AUTONOMY

“Responsibilities range from ‘plumber, pest controller, receptionist, counselor, and grant writer.’”

“Once people figure out you are competent and have ambition, they push so much responsibility on you.”

Carmen, JG., Leland, SM., & Wilson, AJ. (2010). Crisis in leadership or failure to plan? *Nonprofit Management and Leadership*, 21(1), 93-111

PURPOSE, MASTERY & AUTONOMY

3 FACTORS LEAD TO BETTER
PERFORMANCE & PERSONAL
SATISFACTION...

AUTONOMY
MASTERY
PURPOSE



BURNOUT TEST

	Just Right	Mismatch	Major Mismatch
Workload			
Control			
Reward			
Community			
Fairness			
Values			

Maslach, C., & Leiter, MP. (2005, Winter). REVERSING BURNOUT: How to rekindle your passion for your work. *Stanford Social Innovation Review*, 3(4), 42-49

TABLE DISCUSSION

1. Individual – Complete handout

2. Table Discussion:

- Any mismatches?
- Wellness imbalances?
- How do you keep things balanced?
- What do you find effective to counteract burnout?

A MARATHON NOT A SPRINT

- Maintaining emotional & physical health
- Achieving work/life Balance
- Building capacity for employees
- Minimizing attrition
- Sharpening the saw
- Taking a lunch



THE WHIRLWIND

- Why don't strategic initiatives succeed?
- Why can't change take root?
- What is the aptitude of staff and volunteers?
- What is the group's resistance to change?
- Are there reality gaps with staff, executive director, and board?



REALITY GAP EXERCISE

- **Individual Reflection - Think of a current reality gap with the staff or board.**
 - What are the root causes?
 - What are the effects on the organization?
 - What are solutions?
- **Table discussion: Share with the group your thoughts and insights**
- **Whole group: Share with the larger group**

WHY A TIME STUDY?

- What is going on now?
- Can the group handle more work?
- Are functional expenses reported on 990 the same as reality?
 - How is the breakdown derived?
- Are actions aligned with strategic goals?
- 3 questions after review

TACTICAL PLANNING

- Design
- Resource Capacity
- Implementation
- Tracking
- Discussion
- Refining

TABLE DISCUSSION

1. Individual – Complete handout

2. Table Discussion:

- What is current process of goal setting for timelines & results?
- What is the level of collaboration with responsible parties during setting goals?
- How is the time allotment weighed against existing resource allocation?

COMMUNICATING PERFORMANCE

- Boards
- Staff
- Volunteers
- Donors
- Committees



"Matthews ... we're getting another one of those strange 'aw blah es spanyol' sounds."

A CULTURE OF IMPROVEMENT

- Closing the potential gap
- Don't have time to hire a replacement
- Delegating rather than doing
- Capacity & Infrastructure development
- Effective One on Ones
- Executive Director Review

QUESTIONS?

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