

Change, Crisis, Self-Care



Executive Director Academy
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Today's agenda

- Topics, review, evaluation from you
- Graduation
- How was the cohort model?
- Change and how to manage it
- Being prepared for a crisis
- Tending to self
- Feedback on the entire Academy

“Unless you’re continually improving your skills, you’re quickly becoming irrelevant.”

-Stephen M.R. Covey

Change Management

*The only thing that is constant is change -
-Heraclitus*

John Kotter's 8 Step Model for Change Management

Step 1 Increase the urgency

Step 2: Build a team dedicated to change

Step 3: Create the vision for change

Step : Communicate the need for change

- Step 5: Empower the staff with the ability to change
- Step 6: Create short term goals
- Step 7: Stay persistent
- Step 8: Make the change permanent

Crisis Management

- Many types of crisis
- Remain calm
- More likely to remain calm if prepared

The Chinese use two brush strokes to write the word 'crisis.' One brush stroke stands for danger; the other for opportunity. In a crisis, be aware of the danger--but recognize the opportunity.”

— *John F. Kennedy*

When crisis hits

- The best defense is a good offense...develop a plan before you need one...keep a copy off-site
- Get your social media house in order...tweets and posts can worsen the situation
- Don't wait...act now...train all to respond as soon as possible
- Rally the team.
- Designate a single spokesperson and communicate often
- Identify and verify the issue.
- The truth is easier to remember...never lie.
- Isolate and contain the problem.
- Fix it.
- Train all team members...regarding the fix

Why a culture of self-care?

You can't develop and excel at implementing sustainable visionary strategies for change in the long term if you are distracted, exhausted and burned out in the short term

Self-Care

Self-care is about choices – choosing what work we say “yes” to and what work we say “no” to – and considering the future consequences of those choices.” – Marissa Tirona, CompassPoint

<https://vimeo.com/136787870>

The Absence of Self-Care

- What are some of the impacts of a lack of self-care?
- To yourself...
- To your nonprofit

... Chronic stress without recovery depletes our resources.

Definition: Self-Care

- What comes to mind when you hear this term?

What does the data say about nonprofit workers?

- 89% say their work contributes to carrying out the mission of their organization
- 84% say that mission is important to them
- 71% say they are very satisfied with the work they do

What does the data say about nonprofit workers?

- 34% say they often/always feel “used up” by the end of the work day
- 29% say they often/always leave work feeling tired and run down
- 45% say they plan to leave within the next two years

How many days of week do you typically feel “all used up”?

Do you...

- do your best work under pressure?
- always seem to be rushing from task to task, event to event?
- become preoccupied by something when working on something else?
- give up quality time with people to handle a “crisis”?

Are you addicted to “urgent”?

- Thrive on pressure or adrenaline rush
- Pride yourself in being busy
- Find yourself procrastinating to get motivated
- Uncomfortable in slow or down times

What was your Urgency Index Score?

Stress

- When we are faced with a challenge, the body activates resources (cortisol, adrenaline, and noradrenaline)
- The symptoms can be both physical and psychological
- A person who feels they do not have enough resources to cope will be more likely to have more stressors.
- Stressors affect individuals in different ways.
- We can prepare for stress by learning some self-management tips

Types of stress

- Acute
 - Short term
 - Headache, stomach reaction, tense muscles
- Episodic
 - Frequent and consistent series of acute
 - Irritability, high blood pressure, heart disease
- Chronic
 - Persistent with little relief
 - Heart attack, stroke, worse

Stress Management

- ✓ Exercise
- ✓ Reducing intake of caffeine, drugs and alcohol
- ✓ Nutrition
- ✓ Prioritizing
- ✓ Time set aside for self
- ✓ Breathing, relaxing
- ✓ Identify your own stressors and acknowledge the signs

What is the most significant stressor of your work/life balance?

Screen time

- Adults log 11 hours of screen time per day
- Impact can include:
 - Vision
 - Sleep
 - Addiction/Reward Seeking
 - Weight
 - Overall Health

-Delaney Ruston, Physician and filmmaker

A few words about habits

- These unconscious repetitive acts may be your undoing
- They took you a while to acquire
- It takes you 66 days to start a new one
- Be gentle with yourself as you attempt to change

Self-care is a discipline that honors what is sacred, including the hard work that provides meaning in our lives.

-Aspen Baker, executive director of Exhale

So what are some solutions?

Skills Worth Mastering

- Discovering your Happy Place(s)
- Conflict management
- Effective Delegation
- Learn to say “no”
- Time Management

Discover your Happy Place

(yes, it's a real thing)

- Who or what makes you incredibly happy?
- Physical/Virtual place where you mind is at peace and gives you energy

Bullet Journaling (one tool)

Old school-pen and paper
(intentionally)

- limits screen time
- engages brain differently

Permits customization to
you....your issue, your way

Requires you to be intentional
about what's important and
what's not

Use it for two months



Important vs. Urgent

- **Important** activities have an outcome that leads to us achieving our goals, whether these are professional or personal.
- **Urgent** activities demand immediate attention, and are usually associated with achieving someone else's goals. They are often the ones we concentrate on and they demand attention because the consequences of not dealing with them are immediate.

Are You Addicted to “Urgent”

	Urgent	Not Urgent
Important		
Not Important		

Delegation

1. Define the end result
2. Select the appropriate person based on ability and training needs
3. Explain the reasons for delegation
4. State required results and get confirmation
5. Consider the resources required
6. Agree on deadlines
7. Support and communicate..."I'll touch bases on ____"
8. Feedback on results

Saying “No”

- Concur with concept
- Explain why not
- Offer alternative

“That is such a great idea, however, due to my workload and deadlines I will not be able to do that. How about if I put it on the agenda for our next staff meeting to find you someone?”

Which of these skills would be best for me to
further develop?

Self care practice ideas

- Normalize rest- Sleep, is a wonder drug
- Hydration cures many ills
- Take deliberate breaks from screens
- Get outside more
- Schedule time on your calendar for the activities that re-energize you
- Calendar regular personal mini-retreats

Organizational habitats that infringe on self care

- Scheduling back to back meetings
- Consistently starting meetings late, frequent cancellations or re-schedules
- Last minute requests with incomplete information
- Saying “yes” to every request that comes in
- Doing more with less
- Electronic communication expectations

Organizational Self-Care Practices

- Leadership makes work-life balance a standing check-in question as part of regular one-on-one meetings
- Incorporate meaningful self-reflection activities before the start of all staff meetings
- Model boundary setting
- Clarify electronic communication expectations
- Implement peer-coaching circles to facilitate learning, reflection and peer support

Summation:

It's about being intentional

The Executive Director Academy in Review

- General Feedback
- What elements did you apply?
- Enhancements?

Leadership, Trust, Teamwork

Five Practices of Leadership

- **Modeling the way**
- **Inspiring a shared vision**
- **Challenging the process**
- **Enabling others to act**
- **Encouraging the heart**

Nonprofit Technology

Fund Development

Human Resources

Finances

Communication/ Hard Conversations

Change/Self-Care

Next Steps for Me

Thank you for serving your community



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