



PREVENTING BURNOUT

by *Barb Horn* River Network Board Member www.rivernetwork.org

B

urnout is a great indicator, just like that “check engine” sign on your dashboard. It sends a clear signal, but one that is easy to ignore.

Burnout is symptomatic of something that is out of balance inside you. It is tempting, as well as convenient, to look outside ourselves and list events, circumstances and people who are the cause of this burnout feeling. But just like a check engine light, the problem is in the engine, not with the driver (okay maybe some), not the road, the weather and such.

Burnout is a mirror of your inner relationship with yourself, a sign that you are really no longer connected to your purpose and your passions and thus your abilities to prioritize.

Acknowledgement

The first step in “managing” feelings of burnout or even better, to transform that energy to work for you, is to acknowledge that indeed you are burnt out. Fortunately, you also have the power to change your thoughts, circumstances, life and world once you decide to own and harness that power. If you really want to change and transform burnout, you have to really, authentically change something. This will take courage, patience and persistence, but it is worth the effort.

Organization and time management tools such as those discussed elsewhere in this issue can be helpful, but they work best only when you have addressed the underlying reasons and motivations for arriving in this burnt state.

I am reminded of the classic four quadrant analyses of where to spend time. Quadrant I is not urgent, but is important. This is often where priorities and passions are not necessarily in alignment. Quadrant II is urgent and important to you and these tasks usually get done. But if there are too many of them, other tasks that are not urgent but important will suffer. Quadrant III is not important or urgent—why are these tasks on the list at all? Quadrant IV is urgent/not important and happens when the phone rings, email chime goes off or someone walks into the office. It is often about the needs of others and can leave your to-do list incomplete and undone adding to a feeling of not ever being enough.

Hi Impt	I Not Urgent Important	II Urgent Important
Lo Impt	III Not Urgent or Not Important	IV Urgent but Not Important
	Lo Urgent	Hi Urgent

The quadrant above helped me allocate my time, but after a while it wasn't enough. I found another one (pg 4) labeled “For Love or Money.” The Y axis is “For Love” and X axis is “For Money.”



River Network

Connecting People, Saving Rivers

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River Network is a national, nonprofit organization whose mission is to empower and unite people and communities to protect and restore rivers and other waters that sustain the health of our country.

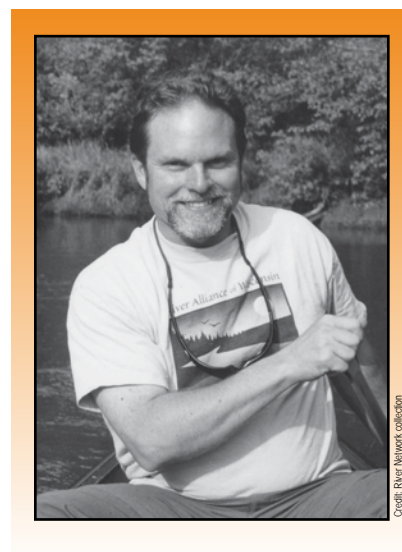
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FROM THE PRESIDENT



It is Saturday afternoon, and I am stuck in another airport. I have been on the road for five days (five states in five days to be exact), and I am longing for home. Heck of a time to decide to write about burnout eh? Those of us working in the river and watershed movement have great passion for the resource, our work and the people who do it with us. We sometimes forget to have passion for one of our most important assets—ourselves.

When I think of how best to avoid burnout in our favorite vocation/avocation, I look to three tried and true burnout antidotes—at least for me.

Celebrate your Successes. In our work, there is always more to be done than we can ever possibly accomplish. The tendency to finish one assignment and then rush on to the next is great. It really helps to stop and celebrate a success that you, a colleague or your organization achieves. Throw a party. Give everyone the afternoon off. Take time to truly appreciate what was achieved and give heartfelt thanks and pats on the back to those who deserve it.

Relish the Resource. You got into this work, likely because of your love for rivers and watersheds. So when was the last time that you spent time on the water? Have you visited that favorite wetland in the secluded bay where you first fell in love with your watershed recently? Take time to take a drink of that natural well that fills the stream of your soul.

Spend time with Friends and Colleagues. There are many ways to do this, but selfishly, I really do believe that one of the best ways to enjoy the company of the many wonderful people working so hard for the flowing waters of our nation is to attend the Annual River Rally. We celebrate successes. We take field trips to beautiful nearby riverine resources. And we rejuvenate our collective spirit when we spend time with hundreds of other dedicated staff and volunteers from across the country who are all working hard to protect their home waters. So don't miss the next National River Rally in North Charleston, South Carolina, June 3-6, 2011 (read more about it in other parts of this *River Voices*).

All the best,

Todd Ambs

PREVENTING BURNOUT. cont.

cont. from page 1 Quadrant I is often the work that is the hardest to do as it's low on everyone else's priority list, but you are passionate about it. Many of us dedicate our careers and lives to helping others "get it" or care about it. You have to provide yourself some self care if you spend all your time here. Quadrant II is the place to be because everyone is aligned. Quadrant III is the "why bother" and likely where you do things out of habit or momentum. At the very least figure out what is the absolute minimum and just do that. Quadrant IV is work that needs to be done, but where effective delegation and time management work best.

Hi for love	I You Care/ They Don't	II You Care/ They Care
lo for love	III You Don't Care/ They Don't Care	IV You Don't Care/ They Care
	lo Urgent	Hi Urgent

For "Love or Money" can help address burnout and starts to get at what fuels the time you spend in any one quadrant. But it still focuses on the external. Burnout tells me that internally I have a gap between my passions or purpose and how I am choosing to spend my time and talents. If I listen to this gap, sometimes so large it echoes, I have a direct opportunity to surrender to my next phase of growth.

Growing is about letting go, not getting something. It's about letting go of habits, stories, beliefs that no longer serve us—those that are based in fear, doubt, lack and limitation—and replacing them with beliefs that are more aligned with our truths than those that brought us to burnout. Surrender doesn't mean giving up or stopping everything we are doing, but simply stopping long enough to hear and receive guidance in order to let go.

So how can you do this? First, renew your faith in yourself. If you created burnout you can create something else that is much more rewarding, too! All you need to know—you already do, or you would not experience burnout sending you a message. Simply remember how to hear the guidance that is always present and then trust it enough to act upon it.

This requires stopping enough each week, day, and moment to create a space of allowance, a space and process to receive (stop and breathe) versus resistance. Allowance and resistance are two energies that you cannot hold at the same time. If you are resisting something there is no way you can allow anything to come in—your energy is tied up in resistance.

When someone is pushing you physically, you automatically resist. And in that moment of physical resistance, you cannot allow any other energy in, you are focused on pushing back or holding your own. Burnout is a form of resistance; it is an opportunity for growth knocking at your door. Will you answer it?

Turn Around

The second step is recognizing that most of our suffering, in this case burnout, is not our reality at all, but only our thoughts about reality. Think about that. Something may happen to ten ten people and all ten have a different experience. This is because each person has different thoughts about what he or she experienced—their thoughts form their reality instead of what actually happened. It is our thoughts that are causing the suffering.

The opportunity here is not about managing or controlling our thoughts (we will have them), but about being open, curious and willing to question thoughts, especially when we are feeling burnt out or ill at ease. Our feelings are barometers that enable us to question our thoughts and find our real truth.

For example, we have a belief, then thoughts about that belief and then our minds set out to prove our beliefs right—and your mind will prove your beliefs right every time. However, just because your mind can provide evidence, it still may not be what is true for you. But how do you know? By how you feel—when you feel joy, love, peace and such, you know you are living your authentic self.

A very powerful and simple tool to question our thoughts includes Bryon Katie's "The Work." This process is an inquiry, a meditative process where you question a belief or thought that causes you to feel something you don't like and to find your truth. It is not a ranting or validation of wounds process. To find your truth you have to be open and willing to question where you are at in order to go somewhere different, and you want to go somewhere different because you are not feeling what you desire.

The process is simply listed here. You first question your thoughts by stating your statement, for example, "I am burnout because SO-AND-SO is not pulling his or her weight as a director." Make a clear statement that embodies the energy of what you are feeling. Then you ask and answer (journal):

- Is this statement true?
- Is this statement true, absolutely true, right now, today? (If you answer yes, you can find hoards of evidence to prove you are right.)
- Who am I when I believe this thought? How do I treat others? How do I treat myself?
- Who would I be if I could not possibly think this thought? If it could not enter my mind? How would I treat myself, others?
- Can I turn the statement around to find a closer truth? Turnarounds include changing Names to I, such as I am burnout because I am not doing XYZ.

You contemplate these turnarounds to see what rings more true for you. When you find one, you list three specific examples of how it is more true than your original statement.

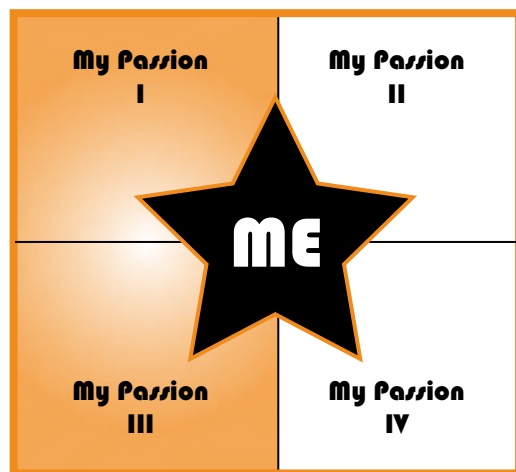
Only you can answer these questions, no one can do it for you. Focus on one statement or energy at a time, stopping dialogue that takes you off on a tangent and away from the inquiry (off into the drama or story). Someone can ask you the questions. You can download Bryon Katie's book on "Loving What Is" for free on her website at www.thework.com where there are free resources and worksheets to help you do these exercises. You can witness Bryon doing this work with others on UTube or in her books.

cont. on page 6

PREVENTING BURNOUT. cont.

cont. from page 5 **focus**

Finding time every day for appreciation and gratitude is the third step in addressing burnout. Are you focused on the gap or the book ends? You get what you focus on every time. Every night before I go to sleep, I find three things to be grateful for AND three things I did or who I was that day that cause me to be grateful for ME! Those are much harder, but help me see my gifts so I can give more of them. Every Friday I write three thank you notes to people who have made a difference for me. What struck me as the right view of the quadrant model was to KNOW my passions and what I am here to give. Taking care of myself is essential to making a larger difference, and this is my new quadrant model:



Finally, if your passions are less than clear to you at this point in your life, a great and easy tool to help you find and live your passions is the Passion Test, www.thepassiontest.com. In this process you identify your top passions and rank how much you are "living" them. Then you find markers for each that would "absolutely tell you" that you are living this passion. The markers also help you explore beliefs and stories you may have about why you are not living one of your passions.

Get to Do List

- ☞ Inspire Others
- ☞ Make a Difference
- ☞ Work with Great People

When you live from your passions you close the gap between what you are here for and what you actually choose to do. You get to create a GET TO DO LIST versus a TO DO LIST. You reorganize your inner world by connecting to your passions every day and then reorganize your outer world to support your passions. You let go of the "how" and just focus on the "what" while being open to the how that shows up. We don't and can't really save the world, but we can save ourselves to be of continued service to the world. Embracing your burnout is a loving way you are telling yourself to surrender to a new phase of growth. Give yourself permission and answer the door, you will not be disappointed.



In the Vortex...

...Or Getting Out of It

by Marc Alston

Stress, burnout, overwhelm and lack of balance are all elements of a common condition. One of my clients calls it being “in the vortex,” and seeing so many leaders grappling with this challenge is the key reason I became a Professional Coach.

In coaching, I work with the client to help her/him more deeply understand their challenges and then to take action to move toward her/his goal. The following steps are my synopsis of what seems to work for my clients. I hope they provide insight. I do not want to make this seem easy, as it is anything but.

1. Realize that lack of balance is an issue. (“I don’t have the life I want.”) Fully accept that.

2. Realize that you have a choice—to change. You won’t do the rest unless you accept this and give yourself permission to change.

3. Notice the stress or lack of balance. Pay attention to it. What happens? When? What is causing it in the moment? What is causing me to “not have a life?” What am I reacting to? What can I do in the moment? What can I do that day?

4. Consider that your stress may be due to some conflict in your values. I believe stress / lack of balance is often caused by honoring certain work values (mission of the organization, responsibility, community, accomplishment, environment)—over other values (fun, recreation, exercise, relaxation).

What of your values are you honoring, and not? And, what is the significance of this?

5. What works for you to relieve stress / restore balance (both in the moment and longer term)?

6. Make a choice to change. Give yourself permission to change. Commit to change. (“I will do this.”) This could be good for all concerned—you, your family, your organization and the resource you are protecting.

7. Build new habits. Practice the changes. In the moment, consider techniques of breathing, taking a step back, rising above the fray. Long term, it’s about what works for you—exercise, meditation, family time.

8. Practice and learn and practice and learn and...you get the picture. Practice allows you to move toward perfect. Better balance is a reasonable goal. Perfect balance is not.

9. Celebrate small victories. You deserve it.

As a client just reminded me, asking for help is not a sign of weakness or failure. People like helping others. Use your friends, mentors, or those you trust at work—or maybe a professional coach.

The hardest parts of getting out of the vortex are: 1) committing to the change (many just skip this part); 2) building the awareness so that you know when you are slipping back into the vortex; and 3) practicing the new habits. The pull of your work can be very difficult to resist. After all, those are your values you are honoring in being great at your job.

Marc Alston is a Certified Professional Coach with a focus on nonprofit professionals.

Find him at blog.alstoncoach.com.



Guess What?

You're Really Not Indispensable!

by **Chris Arvidson**

National Committee
for the New River

www.paxriverkeeper.org

It's a hard lesson to learn. Especially when you're working for a nonprofit. Double that if you're working for a cause that's truly important to you personally. Yes, for you, it's not about the money. But, if you're really busting it because you're passionate about what you do—you're a prime candidate for burnout.

And you thought you were so smart.

I found out how “smart” I was the hard way. Last year, the National Committee for the New River undertook an expedition of the entire river. We figured that for our maiden voyage, we'd work out the kinks on our first effort and get cranked up; maybe we'd make it an annual event, depending on how it turned out.

Great idea? Of course! The opportunities are endless. And we did our best to take advantage of every one we could think of.

And I just had to be at most every put-in, I just had to be waiting at the take-outs. I just had to get lunches, find Wi-Fi, make calls, write articles, take hundreds of pictures and generally ride myself around the entire New River watershed, on the water and off, until I was beyond crispy. The whole operation lasted 24 days—and that's just the actual days

on the river, never mind the run-up to everything...

I woke up in the middle of the night during the second week with pain in my hip. What the heck. I'm over 50. I was sleeping on the ground in a tent. What would you expect, right? Onward. What would happen if I didn't show up? Catastrophe! Someone would tell a reporter the wrong thing. A donor would be left off an expedition invitation list. Someone wouldn't have his lunch. Horrors!



It's true. Sometimes that passion, the stuff that really makes your work important, can dull your mind to some stunning realities. You will wake up fried before you know what's hit you. And, when your brain is truly well done and crispy, bad things can happen to you physically, too. Symptoms get missed or ignored, doctor appointments get cancelled and routine maintenance on you is set-aside for another day. You wouldn't dream of missing that “important” or “critical” meeting or event, but you'll blow off sleep, vacations and symptoms without a thought.



On the last morning of the expedition, I was sitting at breakfast with the crew, getting ready to head out for the last run, and I could barely get out of the chair.

Over the next few very painful days, after hours in E.R. waiting rooms and doctors offices, and in line at the drive-through pharmacy, I found out I had a ruptured disc and a pinched nerve, and was the now proud owner of degenerative disc disease.

I didn't go back to the office for 2 months. I didn't open an email or even talk on the phone to the office for a month. And I felt not one bit of guilt. I had reached the point of hurting bad enough that I couldn't have cared less what was going on anywhere in the world.

Guess what? Everyone lived. Things went along just fine. People picked up the slack. Nobody died. Nothing was ruined. No catastrophes occurred. I wasn't even close to being indispensable, and that was OK.

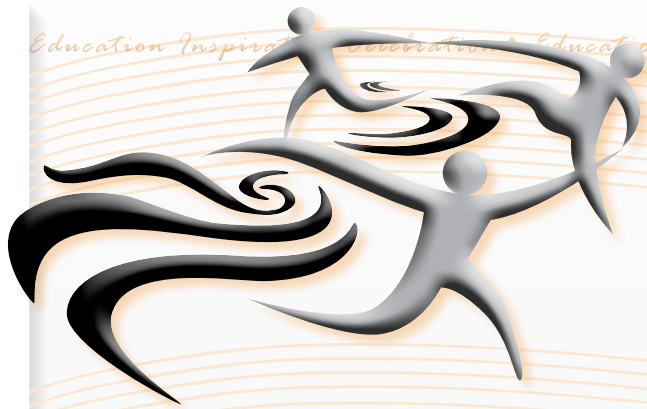
It's a good thing that everyone around me maybe learned a little from my experience. At least I'd like to hope so. I'm pretty sure that when one of us is stressing out with some big project, the rest of us are more tuned-in and ready to take a break on our own stuff to pitch in and help out. When someone you work with says something like "I really just have to do it myself," and they seem to say it a lot—it's a warning sign. Pay attention to each other!

And good bosses and good boards will keep an eye out for those of us who become frantically indispensable in

our own minds, too. I once worked at an organization that had mandatory vacation each year. When it started getting close to the end of the year, and you hadn't taken off any time, you'd be reminded by your supervisor that you needed to get gone: "You don't have to go anywhere, but you can't stay here" was the message.

Maybe, just maybe, you'll read this and keep that doctor's appointment. Maybe you'll go to bed at a decent hour tonight. Maybe you'll go on that vacation after all.





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at this premier

12th Annual National

River Rally is truly a collaborative effort. The watershed community comes together by inviting those with knowledge, skills and experience to share with those who need information, education, resources and tools to do their work as effectively and efficiently as possible.

If you have watershed lessons that you would like to share with local watershed groups, nonprofits, agency staff, funders, natural resource experts, tribal members and others, please submit your workshop proposal via the website link below no later than October 8th. Thank you!

Call for Papers - Workshop Proposals - due Friday, October 8, 2010

<http://www.rivernetwork.org/forms/2011-call-national-river-rally-workshops>

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- Art & Recreation
- Legislation
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- Land Trusts & River Groups
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June 3~6, 2011

North Charleston, South Carolina

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Now is the time to spend one-on-one with experts such as funders, professional coaches, natural resource professionals and agency staff. Tell them your stories, gather feedback and become enlightened on how to do your work even better.

<http://www.rivernetwork.org/rally>

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We can't create networking opportunities, but you sure can. In between the workshops, during fabulous meals and field trips, and around the corner from music jams—meet up with old friends and make new ones. These informal conversations are what makes River Rally the best training opportunity of the year.

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They say that the Charleston region is all about cobblestone, sand and water. Experience the islands, waterfront park and sandy beaches of South Carolina. Visit historical homes and take in the incredible architecture. Bring your adventurous spirit, humor and desire for fun to River Rally—we can't wait to see you there!

Sensing Burnout

by Deb Merchant

River Network

www.rivernetwork.org



As with most things in life, our senses are keenly aware of what's happening even if our mind is elsewhere. Our bodies understand the circumstances of our hectic ways of living, and they respond accordingly. The ways in which we see, hear, smell, taste, touch and sense intuitively can tell our minds a lot about what's going on if only we choose to be mindful.

Listening for Burnout

I'm fortunate—my family loves me! A few years back I experienced my own personal form of burnout. My mother's form of love was to say to me "you look tired—is everything all right?" I failed to truly hear what she was saying to me and my mind (ego) responded with "of course I'm all right!" I was working 80 hours a week and feeling great—how could I not be all right? Cousins at the family picnic would ask questions about what it was like to run my own business and again, I failed to hear my own response about the tenacity it took to make a small business thrive. Where were my ears in all of this conversation? I really have no idea.

Fueling Burnout

What I do know is that the smell and taste of burnout are, for obvious reasons, closely tied to food. My attempts to stay in shape by eating organic fruits and vegetables were equally thwarted by gorging on cookie-gigantica that came from the cookie lady who roamed the office building each day. She would gently swing her golden basket laden with monstrous cookies into my door each morning at just the right time...and I succumbed. Late nights at the office could not be fed with fresh cooked broccoli and fish. Options



included the local brew pub just a few blocks down the road and a pasta shop that loved to create pesto-laden foods, which I could not resist. Joy filled my stomach and thighs in ways I had never experienced before. The smell and taste of burnout, at least for me, resembled comfort food, which put a smile on my face. No wonder I could tell my mother with confidence that I felt great!

Touching Burnout

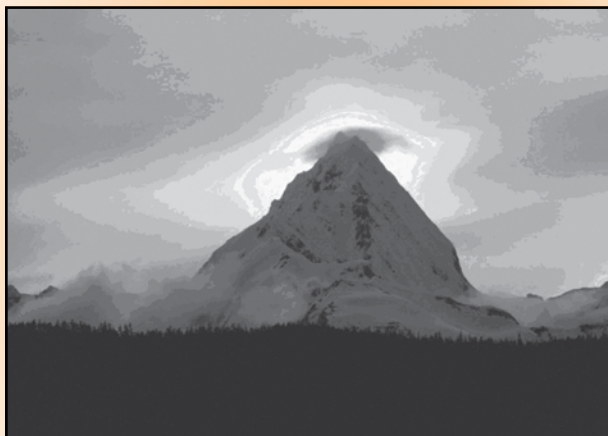
As an outdoor enthusiast, one would think that my time spent face-to-face with a computer, hands on a keyboard, ear strapped to the phone, butt in a chair and feet tied to the floor would ring some bells in my mind. But, I was in burnout. The physical connection between bodily function and brain function simply shut down. I was working, as I told my cousin, to make that business thrive.

In doing so, I had failed to touch my body (the same way I touched the keyboard, telephone, chair, etc.) and realize that it physically ached all over—top to bottom and inside to outside. My body was literally screaming at me to be touched. But again, I didn't hear what it had to tell me. At just over 30 years of age, my long thick hair was falling out in huge clumps, but once it was washed, dried and curled it looked great! No problem. My heart was clearly having some problems of its own, but once it quieted down, I could tell myself with confidence that I had the strongest heart of anyone around. Besides, I was way too young for heart problems.



The business thrived, but I did not. All I really needed was a few quiet moments to touch my aching self to realize that something wasn't right.

One day while wading through dozens of paper files demanding my attention, I decided to turn on the radio (yes, that's how old I am now and darned lucky to be alive). For some reason, I actually heard about an opportunity that saved my life. Following my palpitation-ridden heart, I cut the cookie lady off completely and learned how to make healthy food that traveled well to the office. But most importantly, I learned to pay close attention to the clock and setting boundaries. When my 10-hour workday was up, I left the office and headed directly to the walking path next to the river. Ultimately, that business thrived so well that I was able to let go of it completely and focus on my own well-being with consciousness. Family and friends commented on how good I looked. I could see that my hair was no longer falling out. I felt that my heart was once again at peace. I could see and hear and feel that I had been burned out. Why didn't I comprehend that I was in burnout? For me it was all about mindfulness.



Being Mindful of Burnout

What are your senses telling you about your own personal form of burnout? What kinds of messages are family and friends giving you that don't sound right? Have your eating habits changed for the worse? Does your body look and feel differently now than it did a year ago? Are you content?

Sure, everything in life changes, but don't those changes deserve

your mindful attention—your awareness? Can you take a little time to simply sit with your memories, your ears, eyes and fingers to tell you if burnout is present? Be honest with yourself. Ask people close to you for honest feedback. What do they see in you that you can't because you're far-sighted?

From one who has survived burnout to those who are in it—you, too, can thrive with the help of family, friends and your own honesty. Love your rivers, love your staff and volunteers, but love yourself first!



Business Basics

Basic Steps Toward Work-life Balance

by Tara Weiss

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Among the many things the average professional deals with daily: getting ahead at work; helping the kids with their homework; driving the school carpool; spending quality time with their significant other; caring for elderly parents; dealing with chores in the home; trying to get in just a few minutes to catch up with friends.

Life can feel like a constant battle between our professional and personal lives, especially now, with the economic distress making our lives more challenging than ever in so many ways. Before you beat yourself up about not being able to get everything done, consider these tips for achieving a better balance between your work and the rest of your life this year.

First, prioritize. “If you want balance—and not everybody does—you have to force yourself to edit yourself personally and professionally,” says Jody Miller, founder of the executive staffing firm Business Talent Group.



Consider all the things competing for your time and decide what will stay and what will go. Perhaps you’re on the holiday party committee at work. That’s something you can skip next year. What about the three nonprofit organizations you belong to? Select one that means the most and focus your time on it instead of giving scattered attention to all three.

“Focus on the things that are important to you, and don’t do the extraneous stuff,” says Miller. “It’s a discipline that doesn’t come too naturally to most of us.”

Sometimes gaining a few extra hours in your day makes all the difference. Find out if your firm has policies that would allow you telecommuting or flexible hours.

In this economy it’s hard to imagine asking for additional benefits, but imagine how much more you could get done if you telecommuted one day a week. By eliminating commuting and getting ready for work, you could likely get about three hours back.

When discussing this option with the boss, approach it from a position of strength. Consider saying, “I like my job, and feel I am an asset. I see a place here for me in the future. I’d like to talk about ways I can make my work here as productive as possible. I’m in a not-so-unique situation of caring for my elderly parents (or whatever your particular situation is), and working from home once or twice a week would give me much-needed extra time. I believe I’d be able to give you better work, since I’d be less distracted.”

You might be surprised to find your boss sympathetic—particularly if you’re a top performer—because he or she is in a similar situation. In this economic

climate, when employers can't give raises, they may be willing to offer other benefits. They want to treat their best employees well, so that when the market turns around, those employees don't immediately leave for another company.

Speaking of caring for elderly relatives, 57% of people who do so say they've had to go in late to work or leave early because of it; 4% say they've turned down a promotion because of it; 10% say it has led them to go from full-time to part-time work, according to AARP. "This is very much a hidden part of the juggling act, caring for elderly parents," says Elinor Ginzler, a senior vice president at AARP and co-author of *Caring for Your Parents*.



Keep in mind that technology is there to make your life easier, not to rule it. Identify certain times, like dinner, when your household must remain tech-free.

During that hour no one can answer e-mails or texts or pick up the phone. Mention this tech-free hour to your manager and co-workers, and make sure your boss agrees. "Set up your rules and adhere to them," says Barbara Wankoff, director of workplace solutions for the professional services firm KPMG. "Be a model to your family."

Loretta Penn, president of the staffing company Spherion, takes it a step further: "You don't have to respond to every e-mail or voice mail as soon as it comes in.

Just because someone else deems something a priority doesn't mean it's yours."

Wankoff also recommends having a support system of friends, family, neighbors and co-workers who are willing to jump in and help when something unexpected arises. Be willing to reciprocate for them too.

If this all seems a bit daunting, find a work-life balance mentor—someone who seems to have achieved this balance in their own life. Ask for tips and how he or she has managed to do it. Also, don't expect it all to happen overnight. Set small goals for changing your life. For instance, pick one thing you want to nix from your schedule and try to achieve that in the next month.

And remember, "None of these changes detract from your value," says Barbara Wankoff. "You've prioritized and are still getting the work done. The difference is you're not being pulled in different directions."



HERE ARE MY TOP TEN TIPS:

- ☞ Start of workday - 3 minute evaluation
- ☞ Put the FUN into fundraising (I'm a development officer.)
- ☞ Eat lunch outside by river with others as often as possible (ok to wear down jacket when needed).
- ☞ "I am only one person." Repeat as needed.
- ☞ Plan my work and work my plan.
- ☞ End of workday--3 minute evaluation
- ☞ Eat three healthy meals.
- ☞ Exercise daily (30 minutes stretching while watching news counts.)
- ☞ Go to UU church (celebrates interdependent web of life).
- ☞ Be professional, but light-hearted. Laugh at least 4 times.

*Trish Aldrich, Development Director
Ipswich River Watershed Association
<http://ipswichriver.org>*

I would say that Stephen Covey's *First Things First* is helpful for prioritizing the things that make life the most meaningful and rich, in both work and personal life. His other works are helpful for making our time serve our deepest values instead of getting lost in the busywork, as well. A couple other things I find valuable are:

Setting aside one day in the week as sacred—not a work day—not even a little! If an “emergency” requiring attention usurps this, then give yourself another day in that week. Do not miss this day!

Looking at the things that are the most important in your personal life and setting long-term goals in those areas, then breaking these goals down into smaller objectives (monthly/weekly/daily, whatever works) and schedule time into your calendar ahead of everything else for these things and keep them like a very important appointment.

At work, know what times of the day you are most alert and most social and most sleepy and schedule your big creative thoughtful problem solving tasks, meetings and easy repetitive tasks for these times, accordingly.

*Tyana Maddock, Rafting Program Coordinator
Friends of the River
www.friendsoftheriver.org*

I find that what helps me is getting out to do field work occasionally. While our organization cannot afford to have senior level staff out in the field on a regular basis, getting out periodically helps me to reconnect with the river and the reason we work as hard as we do to protect this amazing resource.

*Tracie Sales, Water Resources Manager
Merrimack River Watershed Council, Inc.
www.merimack.org*

HERE'S A TIP I SHARED IN THE PERSONAL MANAGEMENT WORKSHOP:

People working for the common good have a hard time rejecting requests for assistance from colleagues, especially if the request comes in the form of an interruption, or is phrased with urgency. Yet most of us agree that sometimes you have to say “no!” or that volunteer clean-up event will never happen, that grant won’t get submitted or that quarterly report won’t make it to your critical funder on time, right? Wrong! When you’re overworked, trying saying “yes...BUT.”

Some examples:

“Yes, BUT...can you call me in two days? I’ll be able to concentrate and give you a good answer then.”

“Yes, I can help you, BUT...did you try calling [other person who may be better equipped to assist]? Try them, and if you don’t get the help you need, get back to me, and I will try my best to get you the info you’re looking for.”

“Yes, BUT...can you send me the same question in an email? I’ll try to respond later this evening.”

“Yes, BUT...have you looked on the EPA’s website for your answer yet? They have a whole section on BMPs [or whatever].”

The reality is, many of the urgent-seeming interruptions we receive are not really that urgent. If you give the interrupter a day or so, they will often figure out the answer themselves, from another source, or... they will simply forget, because the issue wasn’t really as important as they made it seem to be when they made that interrupting phone call. The people who come back to you in a couple days are the people who genuinely want and need your help, and will be the most likely to appreciate it. They’re also the people who will be glad to repay a favor when you need help. So if you can’t say no, say yes... BUT... say: “Yes, but...!”



Another tip:

It’s hard to balance yourself, find time to exercise and nurture your spiritual side because you are such a dependable workaholic. Your inflexible dedication to your calendar, your Blackberry and your buffet of intense work (and after-work) commitments has gotten you into the leadership position you’re in today, right?

Well, then schedule that meditation time, back massage or 5 mile hike in the same calendar where you schedule your work commitments, and

stick to it with the same integrity and dedication you would show if you had a meeting with a key funder.

When I studied Hung Gar, my Sifu (kung fu instructor) explained one day...:

“Kung Fu is like putting money in the bank every day. You don’t have to spend hours every day trying to enrich yourself—you just need to be consistent. That is what matters most.”

You’ll do better balancing your workaholic lifestyle if you spend 15 minutes each day meditating or nourishing your soul, rather than going on “spiritual benders” or complex vacations where you spend great amounts of money forcing yourself to relax.

*Jason R. Custer, Grant Coordinator
City of Saxman, Alaska*



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\$500,001-\$1,000,000	\$500
\$1,000,001-\$2,000,000	\$675
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>\$1,000,000	\$1,000
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Resources and References

TOOLS

The “MacMillan Matrix”

This matrix will help you evaluate if your organization's programs are a good strategic investment.

www.icl.org/sites/default/files/MacMillan%20Matrix.pdf

ACTIVITY LOG AND JOB ANALYSIS TOOLS

Mind Tools' free activity log will help track your workday and manage your time more effectively. The job analysis tool will lead you through job analysis—a key technique for managing the stress of job overload.

www.mindtools.com/pages/article/newHTE_03.htm

www.mindtools.com/pages/article/newTCS_02.htm

BOOKS AND PUBLICATIONS

Do Something: Six Tips to Reinvent Non-Profits.

By Nancy Lubin. This light-hearted article from Fast Company outlines ways that organizations can reinvigorate their burnout employees and easy strategies to help nonprofit staffers reconnect with the positive aspects of their jobs.

www.fastcompany.com/magazine/143/do-something-light-my-fire.html

Nonprofit Burnout? Consider a Program Audit.

By Lynn Shelby Kickingbird. Nonprofit Governance and Management, American Bar Association, 2002.

This article explains how a program audit can help your organization evaluate the scope and effectiveness of individual programs, to better understand if programs are furthering your organization's mission and goals.

www.kickingbirdassociates.com/articles/nonprofit-burnout-consider-a-program-audit/

Time Management: Proven Techniques for Making Every Minute Count, 2nd Edition.

By Richard Walsh. Adams Media, 2008.

This book provides helpful techniques for becoming more efficient and productive and explains how to build a personal time management philosophy.

www.amazon.com/Time-Management-Proven-Techniques-Making/dp/159869765X/ref=sr_1_1?ie=UTF8&s=book&qid=1276715877&sr=1-1

The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal

By Jim Loehr and Tony Schwartz. Free Press, 2004. This book provides a program for stressed individuals who want to find more purpose in their work, more energy and ways to better handle their overburdened relationships.

www.amazon.com/Power-Full-Engagement-Managing-Performance/dp/0743226755/ref=sr_1_1?ie=UTF8&s=books&qid=1276715802&sr=8-1

Six Ways to Know If It's Time to Leave.

By Tim Wolfred. This Blue Avocado article for executives of nonprofits discusses six common reasons executive directors cite for wanting to leave their organizations and presents actions to take if you're ready to part ways with your nonprofit.

www.blueavocado.org/content/six-ways-know-if-its-time-leave

Tips for Managing Social Media Burnout.

This article from Nonprofit Tech 2.0: A Social Media Guide for Nonprofits outlines ways you can streamline your nonprofit social media networking tasks to prevent burnout.

www.nonprofitsorg.wordpress.com/2009/10/22/10-tips-for-managing-social-media-burnout/

The Truth About Burnout: How Organizations Cause Personal Stress and What To Do About It.

By Christina Maslach & Michael Leiter. Jossey-Bass, 1997. This collaboration between Maslach (creator of the eponymous Maslach Burnout Inventory), and Leiter, a psychologist and educator, explores situations that lead to burnout and recommends practical actions to advance both the individual and the organization.

www.amazon.com/Truth-About-Burnout-Organizations-Personal/dp/0787908746

ORGANIZATIONS AND INSTITUTIONS

Center for Work - Life Policy undertakes research and works with employers to design, promote and implement workplace policies that increase productivity and enhance personal/family well-being.

www.worklifepolicy.org

The Energy Project offers organizations and individuals a ground-breaking, science-based approach to fueling sustainable personal energy.

www.theenergyproject.com

Work/Life Balance is a nonprofit organization that promotes work/life, health/wellness, diversity, leadership and workforce effectiveness initiatives, to help employers positively respond to the complex work, health and personal life needs of their employees.

www.worklifebalance.org/index.htm

The Project for Wellness and Work

Life is a consortium of scholars who are pursuing research on the intersections of private, domestic life spheres and the public, commodified world of work.

www.humancommunication.clas.asu.edu/aboutus/wellnessandworklife.shtml

Centers for Disease Control and Prevention Healthier Worksite Initiative's website provides information, resources and step-by-step toolkits to help you improve the health of your employees.

www.cdc.gov/inccdp/dnpao/hwi/index.htm





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<http://www.rivernetwork.org/become-river-network-partner>

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- Aflac Group Rate Employee Insurance

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- Eligibility for Partial Scholarships to River Rally
- Free Access to River Network Webinars
- One-on-One Assistance or Training

Resources:

- Subscriptions to *River Voices* / *River Fundraising Alert*
- Studies & Reports on Leading Areas of Interest
- Resources for your Board of Directors & New Staff

Products & Services:

- Interactive Online Mapping Services
- Discounted Watergrass Database
- 10% off Global Water Monitoring Equipment
- Help Acquire Office, Education & River Monitoring Items
- Exploratory Website Package & Training Track

Networking:

- Networking Opportunities, both Online & In-person
- Information Exchange via the Partner Listserv
- Assistance Locating Experts
- Inspiration & a Sense of Camaraderie

Promotion:

- Publicity Opportunities
- Advertise Jobs, Volunteer Opportunities & Events
- List Publications & Merchandise for Sale in our Marketplace
- 20% Exhibitor Table Discount at River Rally

Your choice of one of several books:

(Look for descriptions of these books among the listings in this catalog.)

1. *How to Save a River: A Handbook for Citizen Action*
2. *River Talk! Communicating a Watershed Message*
3. *Listening to Watersheds: A Community-Based Approach to Watershed Protection*
4. *Testing the Waters: Chemical & Physical Vital Signs of a River*