



When the going gets tough...

# Think Sustainability

# Your Drivers Today

---

**Janet DesGeorges-** Executive Director, Hands & Voices HQ/FL3

---

**Sara Kennedy-** *The Communicator* Editor, Hands & Voices HQ/FL3

---

**Heidi Klomhaus-** Executive Director, Arizona Hands & Voices

---

**Candace Lindow Davies-** Director of Outreach, Hands & Voices HQ/FL3

---

**Terri Patterson-** Director of Chapter Support, Hands & Voices HQ/FL3

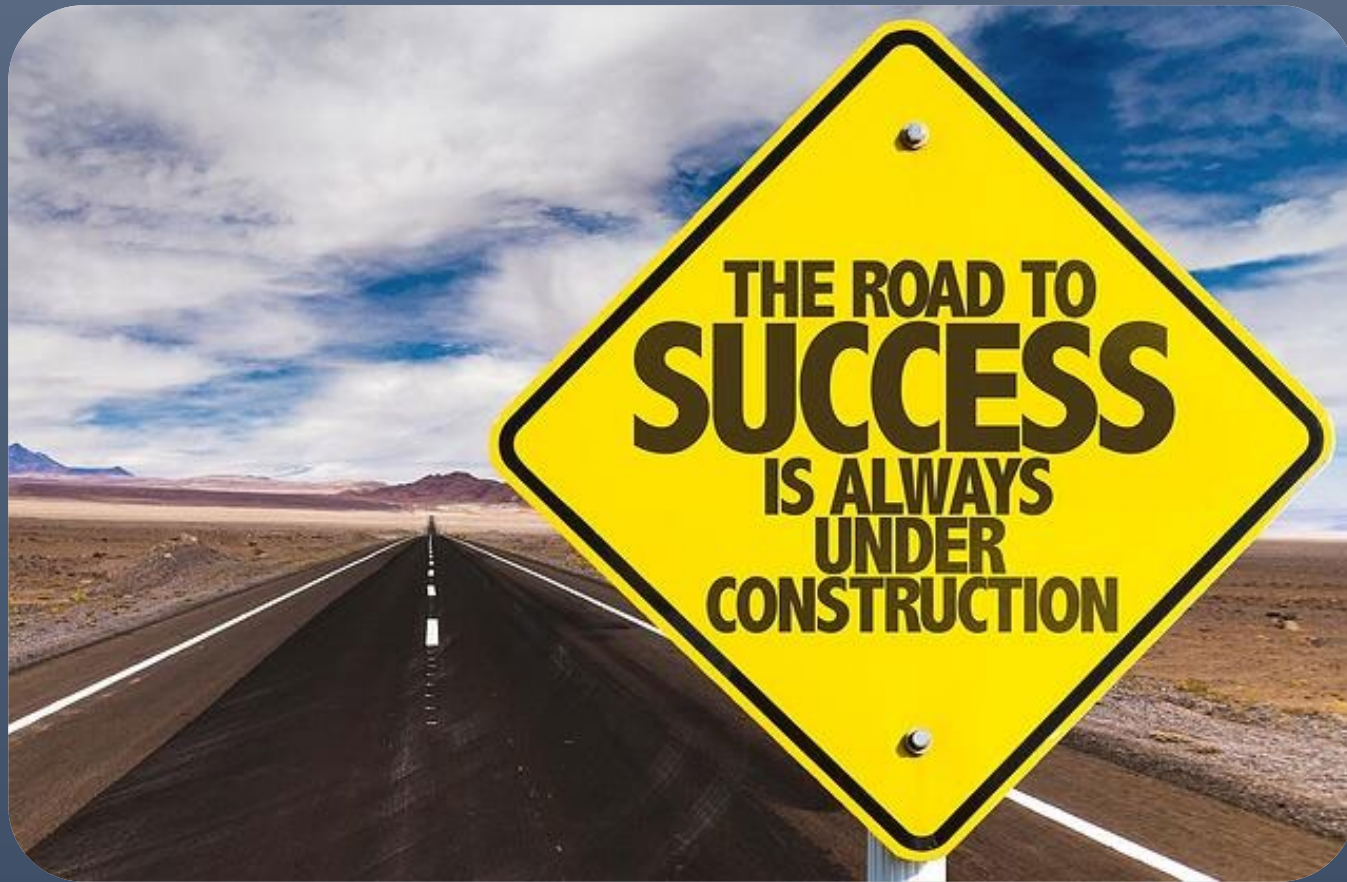
# Today's Route

- Explore and practice the applications of utilizing **Mentoring/Coaching** techniques to build the next generation of leaders.
- Discover the markers of **burnout** and how to avoid this in your personal and organizational health.
- Develop strategies and tools to set **sustainability goals, including financial viability.**



# THINK, PAIR, SHARE

1. Jot down **5** things you accomplished yesterday.
2. Then, write down **1** wasteful thing you did.
3. Now, discuss and compare your list with the person next to you (or you can discuss in groups of three, if needed).



- Time
- Understanding
- Assumptions
- Needs
- Culture
- Planning
- Accountability

What's your destination?

# Future Proofing\*

- Having/developing a plan
- Juggling the day-to-day
- Prioritization
- Addressing changes
- Good practice
- Strategies



\*Boudreau and Ramstad (2005), refer to “achieving success today without compromising the needs of the future”. - [https://www.uos.ac.uk/sites/default/files/basic\\_file/REAMS\\_1-\(1\)\\_Wales-v2.pdf](https://www.uos.ac.uk/sites/default/files/basic_file/REAMS_1-(1)_Wales-v2.pdf)

# Driver Training

- Existing leaders = valuable resources
- Implement a mentorship strategy
- Why?
  - Real-life experience
  - Reinforces organizational culture
  - Expands the network
  - Cost-effective



# Mentoring in Practice

- Role of Mentor
  - Identify Mentee
  - Be encouraging
  - “Let go”
- Role of Mentee
  - Desire and eagerness to learn
  - Takes initiative
  - Being flexible



[This Photo](#) by Unknown Author is licensed under [CC BY-SA](#)



# That's Not Enough



This Photo by Unknown Author is licensed under [CC BY-SA-NC](https://creativecommons.org/licenses/by-sa/4.0/)

# Carrying the Torch

- Full Circle
  - Mentee becomes the mentor
  - Identify mentee
  - Be encouraging
  - When it's time...."Let Go"



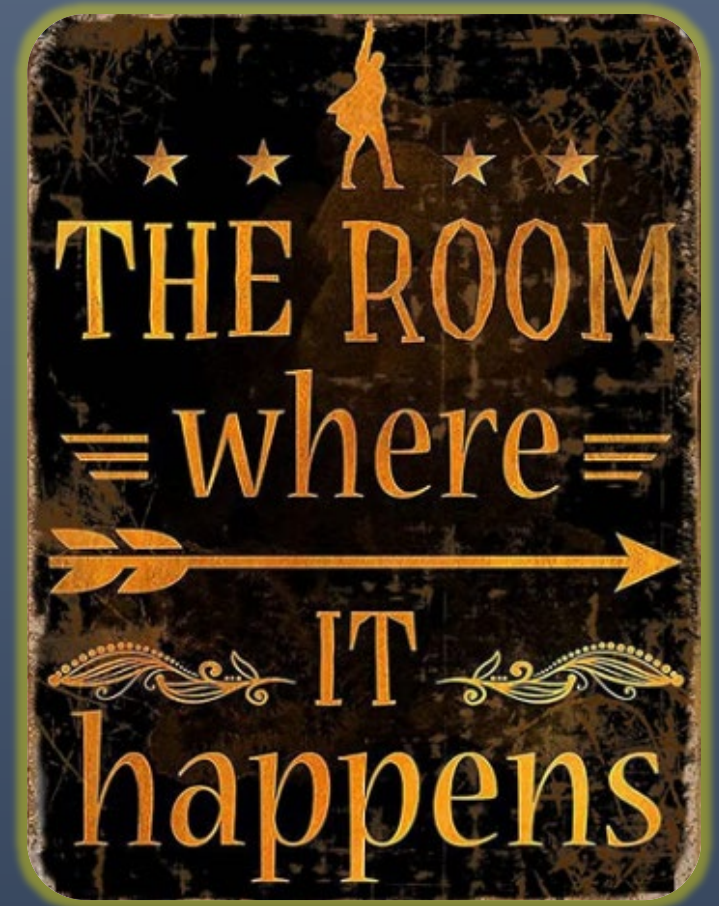
# Case Study #1- Mentoring Relationships for Sustainability

- Transitions are a constant
- Leaders manage transitions through *vision*
- Volunteer → Parent Guide → GBYS Coordinator → Chapter Director
- Teaching skills vs. Finding qualities



# Activity: A First Look at Succession Planning

- Leadership Skills Inventory **handout**
- **Emergency Plan** vs. **Succession Planning**
  1. Brain trust on tap now (write)
    - How can we support these leaders better?
  2. Wishlist: People to recruit/Qualities/Skills to look for (write)
    - 4 minutes on your own
    - 4 minutes pair/share
    - 1 group share: What struck you? What's next?

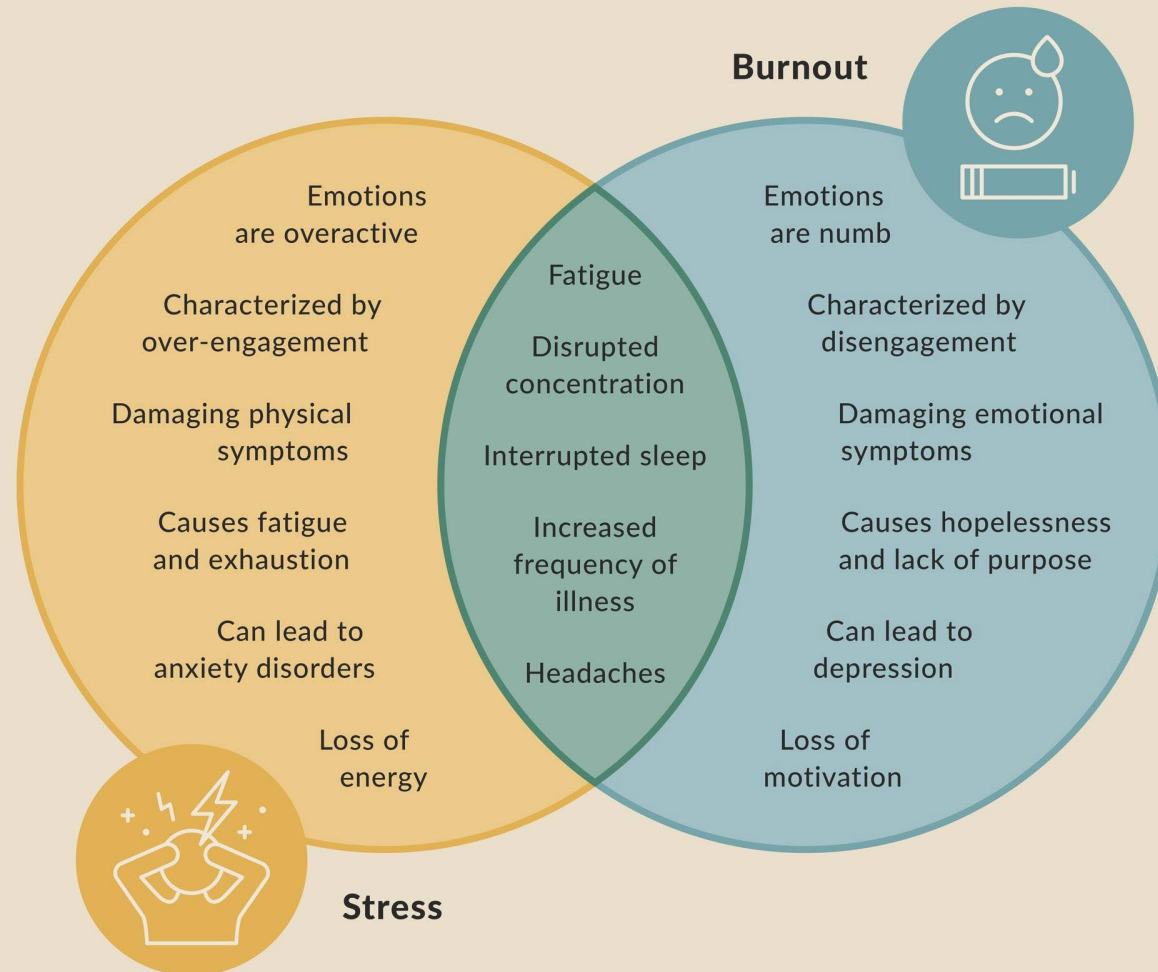


Stress is **too much** — too much energy,  
too much adrenaline, too many demands

Burnout is **not enough** — feeling  
empty, exhausted, beyond the point of caring



## STRESS VS. BURNOUT





- Recognize
- Reverse
- Resilience

# Resiliency Development Activity

1. Write down **3** things you feel irritated, upset, or distressed about. Ask yourself the following questions and write down descriptive phrases:

- What pressures am I feeling?
- How are my life and work different from a year ago?
- What is difficult for me now and what difficulties am I expecting?
- What feels distressing to me?



2. Now make a list of activities that revitalize and invigorate you:

- What do I have fun doing?
- What am I getting enthusiastic about?
- What would I like to do that I keep putting off?
- Who do I enjoy sharing good experiences with?
- When do I sleep best at night?
- What positive aspects of my life am I ignoring?

3. Pick one thing from #1 and create an action plan to feel less vulnerable and more in control by asking:

- What if I ignored this?
- What if I avoided contact?
- Could I do something about this?
- What could I change how it bothers me?
- Can I make it go away?
- Can I get it out of my life?

- Don't wait...check in!
- Consider regular "shut-down" periods.
- "Vicarious trauma"...talk about it.
- Use time management strategies.





**STOP**

**TAKE A BREAK**

You can do this!

- **Succession planning**
- **Financial viability**
- **Tools you can use**



Do we feel good when we say...



*The goal of this process is not to make current management replaceable, but to secure the continuity and continued growth and success of an organization.*

- Ed Krow

*“One of the things we often miss in succession planning is that it should be gradual and thoughtful, with lots of sharing of information and knowledge and perspective, so that it’s almost a non-event when it happens.”*

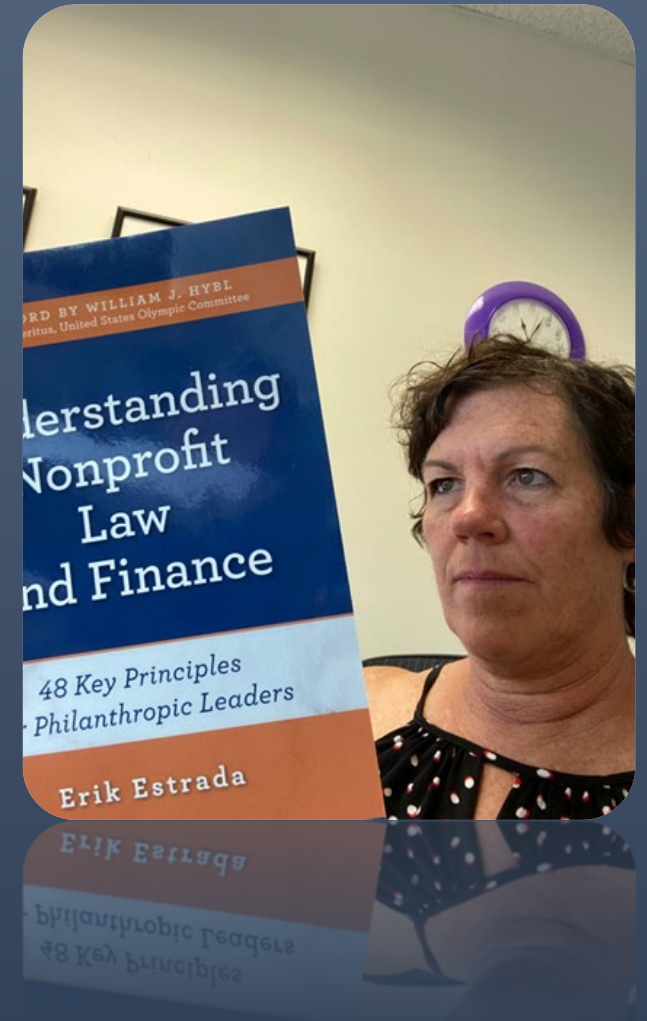
— Anne M. Mulcahy



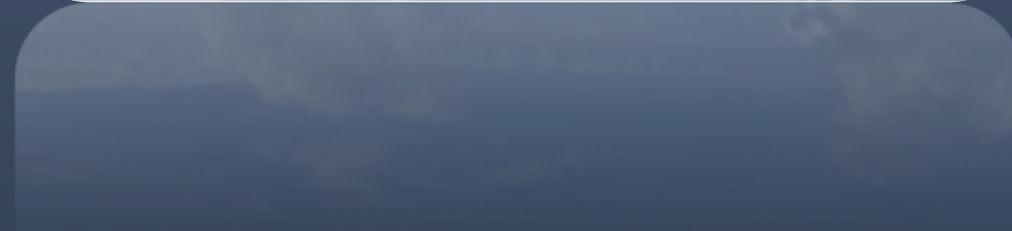
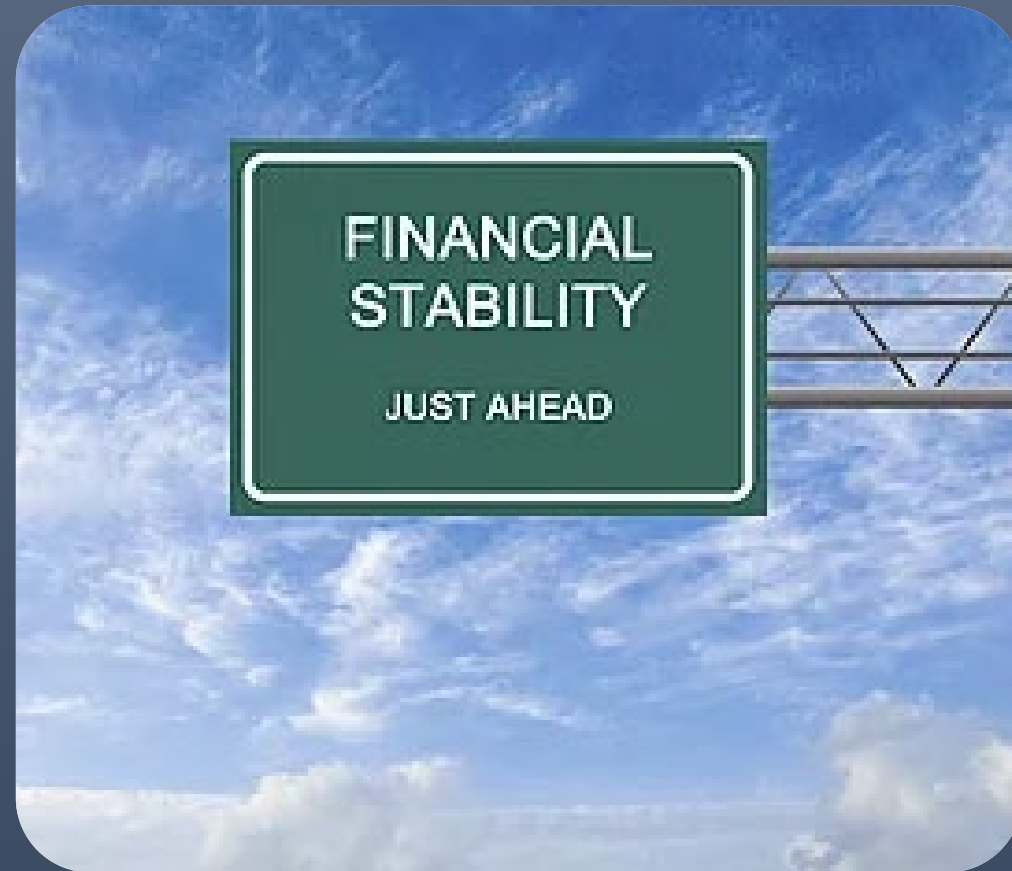
Succession  
Talking  
Planning



- Short-term emergency planning
- ‘Bottom-up’ planning (when you are not in control)
- Thoughtful transitions
- Unexpected departures
- Systems succession planning



Financial viability is a key factor of sustainability



# Grant writing and other fables

*(turn to page 36 and describe how you will sustain this project once the funding goes away)*

- Integration of current mission and goals
- Patchwork Funding
- Partnerships
- Prioritize
- UP and DOWN funding a fact of life

- Utilize existing templates
- 1-800-google it

## Succession Planning Toolkits/Checklists:

Council of Nonprofits Toolkit:

[Succession Planning for Nonprofits - Managing Leadership Transitions | National Council of Nonprofits](#)

Departure Defined Succession Planning Tools (FRB-KC):

Includes timeline to replace an “executive” and questions to ask departing “executive” to plan for what is needed to replace that staff person, questions for stakeholders, board etc.

Checklist for succession:

<https://alysterling.com/nonprofit-succession-planning-checklist/>

## Book:

[The Non-Profit Leadership Transition and Development Guide: Proven Path for Leaders and Organizations](#)

## Videos:

Fostering diversity through succession planning:

<https://www.youtube.com/watch?v=NxpOk5En1CQ>



Email

[janet@handsandvoices.org](mailto:janet@handsandvoices.org)

for full list of resources

## Articles:

“How Leaders Can Plan Their Own Succession”

[How Leaders Can Plan Their Own Succession \(chieflearningofficer.com\)](#)

“Blending Nonprofit Succession Planning and Executive Transition: A Successful Case”

<https://nonprofitquarterly.org/succession-planning-executive-transition-non-profit/>

<https://www.campbellcompany.com/news/nonprofit-leadership-transition-tips>

## Webinars:

FL3/H&V – How to Build and Sustain Your Team 4-8-21 (23:24 and after for Q&A):

<https://handsandvoices.org/fl3/media/webinar-2021-Apr-08.html>

FL3/H&V – How to of Human Resources at a Non-Profit without a Human Resources Department 4-9-20 ( :

<https://handsandvoices.org/fl3/media/webinar-4-9-2020.html>



## CASE STUDY # 2

# INFRASTRUCTURE

LESSONS LEARNED AND  
THE SCARS TO PROVE IT

# HANDS & VOICES

FAMILY LEADERSHIP IN  
LANGUAGE & LEARNING (FL3)



## FAMILY-TO-FAMILY SUPPORT

FAMILY-TO-FAMILY SUPPORT PROGRAM  
GUIDELINES FOR ADDRESSING THE NEEDS  
OF FAMILIES WHO HAVE CHILDREN WHO ARE  
DEAF/HARD OF HEARING (D/HH)



HANDS &  
VOICES

**Hands & Voices Headquarters**

PO Box 3093  
Boulder CO 80307  
303-492-6283

[fl3@handsandvoices.org](mailto:fl3@handsandvoices.org)

Ph# 303-492-6283

[www.handsandvoices.org](http://www.handsandvoices.org)

## Infrastructure - Group Work/Activity

- At your table, review the [FL3 Family-to-Family Support Guidelines](#).
- Identify 1 area of need for your family support efforts:
  - Stakeholder group
  - Funding
  - Program Design/Components
  - Hiring Practices/Personnel
  - Program Coordinator/Leadership
  - Support for Parents
  - Training Practices
  - Ongoing Education and Training Development
  - Program Oversight/Reporting/Evaluation
- Review recommendations and pick 1 to discuss with your table



And in conclusion-

Keep Your Eyes on the Prize

Thank you.

[f13@handsandvoices.org](mailto:f13@handsandvoices.org)

