ON FIRE...OR...ON FIRE?
PRESENTED TO
THE UNIVERSITY OF NORTH CAROLINA SYSTEM
ADVANCEMENT SYMPOSIUM

BY BENJAMIN R. CASE, PRESIDENT, CASE CONSULTING SERVICES, INC.

MAY 16, 2018
ON FIRE...OR...ON FIRE?
“I was 100% committed to this project and I still want to be. It is a once-in-a-lifetime project. I am not over my head, but I am sure feeling that way. I have tried everything I know to move this project forward. While many believe in the project, no one else is as on board to get the fundraising done as I am. Yet, no one is lifting me up, in fact they are spending more time questioning my work and even my motives. Is anyone going to pick this up? I can’t succeed alone. I see no possible route to achieving our goal. After two years of building this, I can’t generate any further energy to do even one more thing for this cause.”
ON FIRE...OR...ON FIRE?

“I am running ragged. I am beyond worn out. I need to figure out how to prioritize my time, but I can’t get to that. I know what my biggest value is to my nonprofit, but I am being told to do more and more.

“I asked my boss to tell me my priorities. I can’t do it all.”
A. Some Data:

1. 1 in 4 CEOs fired last person in #1 fundraising job
2. 1 in 3 lukewarm about current fundraiser
3. Half of CDOs would like to quit
4. Half of CEOs can’t find qualified people
5. CDO job open for months, years
BURNOUT FOR FUNDRAISERS

B. Issues:
   1. No culture of giving (major giving)
   2. Leadership does not know, understand, participate as needed in fundraising
   3. Fundraisers lack needed skills, as do others that should be fully engaged
   4. No team
WHAT IS BURNOUT?

A. State of emotional, mental, and physical exhaustion caused by excessive and prolonged stress:
1. Occurs when overwhelmed, emotionally drained, unable to meet constant demands
2. As stress continues, lose interest and motivation
3. Reduces productivity, saps energy, feeling helpless, hopeless, cynical, resentful
4. Eventually feel like nothing more to give
WHAT ARE THE CAUSES OF BURNOUT?

A. Unclear or overly demanding job expectations
B. Feeling like you have little or no control over your work
C. Lack of recognition or reward for good work
D. Working in a chaotic or high-pressure environment
E. Working too much
F. Lack of close, supportive relationships
G. Taking on too many responsibilities, without enough help from others
H. Not getting enough sleep
WHAT ARE THE CAUSES OF BURNOUT?

I. Personality traits can contribute to burnout:
   1. Perfectionistic tendencies
   2. Pessimistic view of yourself and the world
   3. The need to be in control
   4. High-achieving, Type A personality - "I can do everything"
WHAT ARE THE SIGNS OF BURNOUT?

A. Burnout is a gradual process
B. Helpless. Overloaded. Unappreciated
C. Chronic fatigue:
   1. Lack energy most days
   2. Physically and emotionally exhausted
   3. Sense of dread for what lies ahead
D. Insomnia
E. Forgetfulness/impaired concentration and attention
WHAT ARE THE SIGNS OF BURNOUT?

G. Physical symptoms
H. Increased illness
I. Loss of appetite
J. Anxiety:
   1. Mild symptoms of tension, worry, and edginess
   2. Interferes in ability to work productively, cause problems in your personal life
K. Loss of motivation
L. Decreased satisfaction and sense of accomplishment
WHAT ARE THE SIGNS OF BURNOUT?

M. Procrastination
N. Skipping work, coming in late
O. Sense of failure, helplessness, trapped, self-doubt, defeated
P. Detachment
Q. Increasingly cynical and negative outlook
R. Anger
S. Depression
THE DIFFERENCE BETWEEN STRESS AND BURNOUT

A. Burnout is a result of unrelenting stress, but different from too much stress
B. Stress is too much
C. Burnout is not enough
D. Aware of stress
E. Don’t always notice burnout when it happens
# The Difference Between Stress and Burnout

<table>
<thead>
<tr>
<th>Stress vs. Burnout</th>
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<tbody>
<tr>
<td><strong>Stress</strong></td>
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<tr>
<td>Characterized by over-engagement</td>
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<tr>
<td>Emotions are over-reactive</td>
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<tr>
<td>Produces urgency and hyperactivity</td>
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<tr>
<td>Loss of energy</td>
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<tr>
<td>Leads to anxiety disorders</td>
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<tr>
<td>Primary damage is physical</td>
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<td>May kill you prematurely</td>
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Source: Stress and Burnout in Ministry
WHAT ARE THE REMEDIES FOR BURNOUT?

A. Pay attention to basic self-maintenance:
   1. You have to sleep
   2. You have to eat right – limit sugar, carbs, mood food. Eat more Omega-3s
   3. You have to drink right
   4. Do what you do to relax. Create
   5. Inside/out care of self – care for your spiritual self
   6. Exercise
WHAT ARE THE REMEDIES FOR BURNOUT?

B. Maintain important, supportive social contact:
   1. Bring in the positive
   2. Limit the negative
   3. Be helpful to others
WHAT ARE THE REMEDIES FOR BURNOUT?

C. Focus your work:

1. Reevaluate your priorities
2. Set boundaries
3. Be able and willing to say “no”
4. Take time to plan
5. Block time on your calendar for what is most important to your success
6. Consider ways to reframe your work
7. Own the responsibility to manage yourself well
8. Take time off (and I mean really unplug)
TO REDUCE STRESS, BURNOUT AND MAXIMIZE SUCCESS…PLAN

DEFINE SUCCESS

1. Most _____, from the fewest _____, in the least time, with the lowest cost and effort

2. Most _____, from the most ______, in defined period of time, within budget, while maximizing the use of all resources
TO REDUCE STRESS, BURNOUT AND MAXIMIZE SUCCESS…PLAN
BEN’S TEN ENCOURAGEMENTS TO BE ON FIRE

1. Develop your passion for those you serve
2. Learn
3. Focus on getting better, not just getting good
4. Stand your ground for what you believe in, identify and invest in others that share your passion and can help you stand your ground
5. Take care of yourself
6. Don’t accept milk toast
7. Break down the mountains and walls into step by step and brick by brick
8. Be gutsy
9. Have the courage to tell the truth
10. Believe you can make a difference, keeping your eyes on the good you are doing

***Research and editing provided by Arthur Case. Additional sources include: The Chronicle of Philanthropy (1.13.13), Helpguide.org, Sherrie Bourg Carter and Dr. David Peterson***
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