

TOASTMASTERS
INTERNATIONAL®

Leading, Growing Others, and Dealing with Burnout

Harold Osmundson, DTM

*“Never miss an opportunity to
make a difference in someone’s
journey”*

Session Objectives

- Understand connections between:
 - Leadership
 - Leadership development
 - Burnout
- Increase our effectiveness as a leader
- Increase the sustainability of our club and district
- Eliminate burnout risks in ourselves and others

Take care of our valued members and leaders!

My Experience with Burnout

- Plenty of experience with burnout
 - Professionally
 - Toastmasters
- Frequently helped rebuild clubs where all members were burnt out
- Patterns are similar between individuals and groups

Session Outline

- Understanding burnout in individuals
- Understanding burnout in clubs
- Setting members and clubs up for sustainable success

What makes a great leader?

Great leaders care about people and serve their needs

Basics of Burnout

Individual Burnout

- What is burnout?
 - Overwhelm from prolonged stress
 - Indifference
 - Fatigue

- “Twinkle in the eye is gone”

- “Too much for too long”

Symptoms

- Indifference
- Going through motions
 - Lack of goal or motivation
 - Drifting
- Poor mood and attitude
- Isolation
- Predictive symptoms
 - Imbalance
 - Unsustainable pace and/or commitments

Causes

- Lack of boundaries
- Inability to respond effectively to stress
- Losing touch with purpose
 - Focusing on “What” instead of “Why”
- Focusing on factors outside of control
 - Misguided focus

- Often a result of subconscious habits and patterns
 - Ambition, commitment, dedication

Treatment

- Establish boundaries
- Reconnect with purpose
- Regain balance
- Focus on “controllables”
- Discipline (say “no”, sleep, eat, train, etc.)
- Prioritize - “Less, but better”

*We cannot outwork or push past burnout.
That’s why burnout is so wicked and insidious.*

Helping Others with Burnout

- Talk 1:1, but listen first
 - “How are you doing?”
 - “How has your experience been lately?”
 - “I want to ensure this is valuable to you and something you’re enjoying.”
 - ”I’m concerned that you might be fatigued or perhaps burnt out.”
- Connect consistently to eliminate isolation
- Work through the items in treatment

Questions & Discussion

Burnout in Clubs

Applying the Basics

Burnout in Clubs

- Burnout occurs in clubs when
 - We forget our club's purpose
 - Our club stops functioning correctly (as a system)
- Food for Thought
 - A car factory produces _____
 - A shoe factory produces _____
 - A Toastmasters club produces _____

Club Mission & Purpose

- When a Toastmasters club focuses on its purpose and operates well:
 - Members stay engaged
 - Members grow
 - Members and leaders don't burnout
- The issue is when we don't realize the subtle ways we can work against the club's purpose

Revisiting Burnout Causes & Symptoms

- Going through motions (no goals)
- Lack of purpose (roles vs. goals)
- Focus on non-controllables (education vs. membership)
- Over-commitment
- Repetition

Club Treatment

1. Focus members on their purpose and club's mission
2. Ensure the club satisfies needs of existing members
3. Set educational goals with each member
4. Set club goals for group
5. Strengthen personal connections, unity, and club pride

“Less, but better” – Greg McKeown, Essentialism

Tactics

- Scale down agenda
 - Use Theo Black's [Flexible Club Programming](#)
 - Use role-value priority
- Build the leadership bench
 - Mentoring, small projects, mind the pipeline 24/7
- Empower growth, not repetition
 - Opportunities go to first-timers
 - Aim for at least 50% of officers to be new officers
- Balance retention and growth (80/20)

Tactics

- Always set a proper example for other members
 - Positive attitude, honor commitments, achieve goals
- Increase value and interest for existing members
 - Members must see value and have an interest in contributing
 - Use interesting themes and Table Topics
 - Add educational presentations regularly
- Implement standards and procedures
 - Create a culture of responsibility and commitment

Leadership Pipeline

- Visualize the stages of growth for a member
 - New member
 - Active, self-sufficient member
 - Club officer
 - Club leader
 - District officer
 - ...
 - International President!
- Our club facilitates the member's growth and movement in the pipeline

Minding the Leadership Pipeline

- Leadership development is a 12-month activity at every level
- Beware of experienced members unintentionally creating obstacles
 - Step back to give ownership and support
 - Avoid repeating roles or duties
- When we help each member grow and move through the pipeline
 - Member is satisfied & retained
 - Meetings run smoothly
 - Leadership roles are filled
 - Burnout is reduced or eliminated
 - Club grows stronger in every way

What Success Looks Like

- Every Toastmasters program year:
 - Each club has 50% new, first-time officers
 - Each club produces 1 solid Area Director candidate
 - Each division produces 2+ solid Division Director candidates
 - Each district produces 2+ solid Club Growth Director candidates
 - Each district produces
 - 1 solid Region Advisor candidate
 - 1 solid International Director candidate
 - Each region produces 1 solid International Officer (2VP) candidate

It all starts with our club and its focus on developing members!

Summary

- Leadership, leadership development, and burnout are closely related
- Look for members at risk for burnout
- Examine your own health and risk
- Examine your club's health and leadership-development practices
- Focus on developing members

Enjoy a strong, sustainable club and a better member experience!

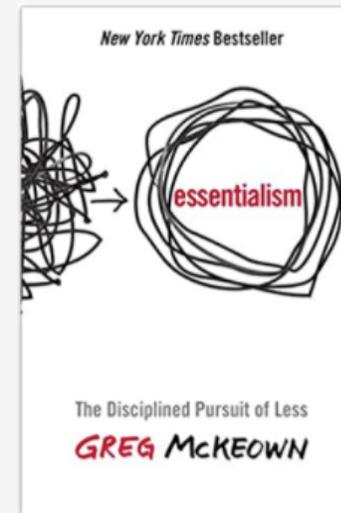
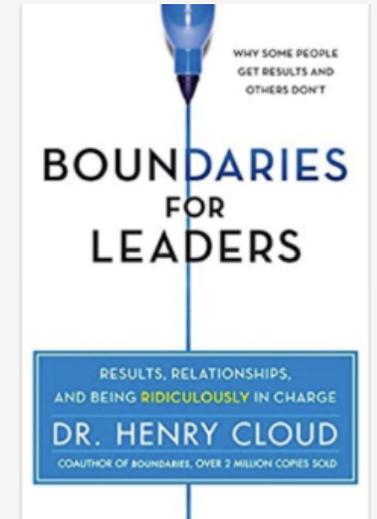
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References

- “Leaders Made Here” by Mark Miller
- “Boundaries for Leaders” by Dr. Henry Cloud
- “Essentialism” by Greg McKeown



Connect & Follow Up

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Please get in touch if there's anything I can do for you!

Thank You!