

# Coping with the Realities of Association Leadership

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## Disclosures

- The presenter has no financial disclosures.
- The presenter has non-financial disclosures. She is a past CSAP Executive Board member. She is a previous GSHA president.

## Introduction and background

This presentation discusses a survey of past and present CSAP leaders regarding their opinions of and experiences as association leaders. The goal of this project was to gain understanding of these experiences and to provide suggestions for future leaders or their associations to better support preparation and success in volunteer leadership roles.

## Learning objectives

1. Identify common characteristics of volunteer leaders
2. Discuss personal challenges of volunteer leadership
3. Identify strategies for addressing personal challenges in the association leadership role

## Who are our leaders?

- 98 Respondents
- Association characteristics
  - 52% associations under 500 members
  - 23% associations between 500-800 members
  - 26% associations over 801 members
- Experience
  - 73% leadership role in employment
  - 33% leadership training by employer
  - 13% ASHA Leadership Development Program
  - 51% leadership in another volunteer organization/association

## Preparation for leadership

- Preparation for leadership
  - 18% received formal preparation from their association
  - 81% received no formal preparation from their association
  - 98% would have participated in training if available
- Effectiveness of formal preparation
  - 14% very effective
  - 9% not effective
- Formal preparation included
  - Inservice 5%
  - Formal mentoring program 7%
  - Other 28%
    - Time as president-elect
    - Participation on association board
    - Informal mentoring

## Support

- 89% had unofficial mentor or support person
  - Previous president

## Leading as a volunteer

- Preconceptions
  - Most often related to time needed for the position
  - Both aware of time needs and unaware "I had no idea"
- Realities
  - More time consuming than anticipated
  - Related to change—"change is really difficult for people"
- Challenges
  - Rated "more stressful" average score 63 out of 100
  - Unexpected events
  - Feelings of lack of support
    - From members 28%
    - From association leadership 16%
  - Time: 77%
  - Stress 49%
  - Professional obligations 48%

## Coping

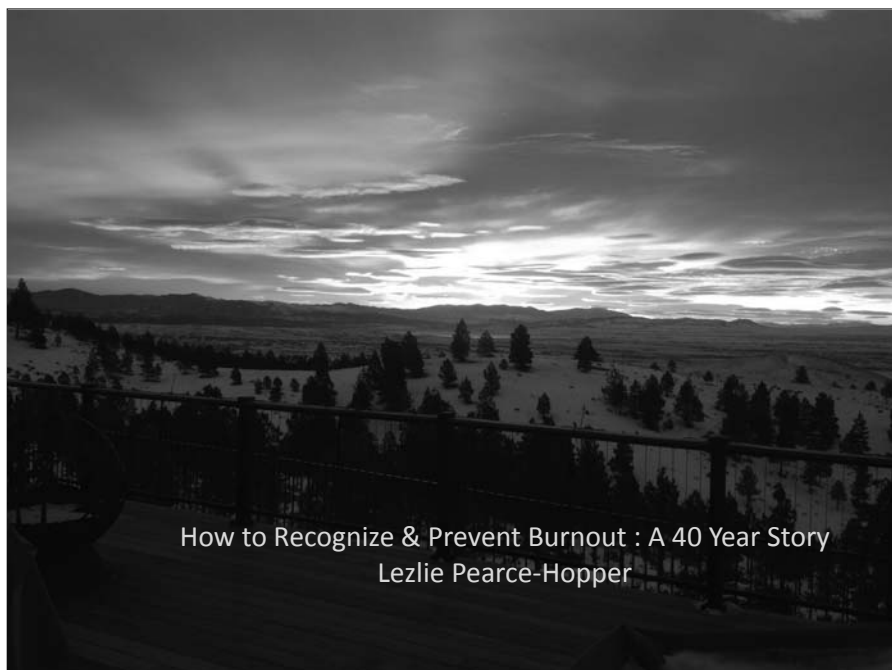
- Lessons
  - "I am stronger than I think"
  - "I could rise to the challenge"
  - "I need to delegate and hold others accountable"
  - "I probably care too much about what others think"
  - "I'd rather serve on a committee"
- Advice from others
  - "Be patient"
  - "Everything can wait 24 hours"
  - "Take one step at a time and feed the need for balance"
  - "You can only do so much in a day"
  - "Work-life balance is important"
  - Learn when to say "no"
  - Be clear
  - Be specific
  - Have a schedule or routine

## Conclusion

- We all have personal struggles as volunteer leaders. We can learn from the advice and experiences of others. How can we change our practices as leaders and help better prepare the next generation of leaders?
  - "Be proactive and learn all aspects of the role"
  - "Identify a mentor"
  - Keep information organized "get a binder"
  - "It's all about personal relationships"
  - "Be prepared for surprises"
  - Set clear, realistic goals for your term
  - Attend CSAP
  - "You are not alone"
  - "Delegate"
  - "Be flexible"
  - "Offer thanks" and value others
  - "Ask for assistance when you need it"

## References

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How to Recognize & Prevent Burnout : A 40 Year Story  
Lezlie Pearce-Hopper

# Signs & Solutions

- What are the signs?
- Do you recognize the burnout or does someone tell you?
- Exercise and the Outdoors, Do They Work?
- When do you make a change?
- Why did you get into this profession?
- Why are you a leader? Do You Remember?
- Do you have a one, three or five year strategic plan?
- Save every single thank you note and email in a box!
- Phone /Facetime a Friend in the Profession – Often!
- Network with a CSAP buddy – It Really Helps!

## HOW TO PREVENT BURNOUT: POSTCARD FROM THE EDGE

FE MURRAY, EDD., CCC-SLP  
ARSHA (ARIZONA) PRESIDENT



HOW, WHY AM I TALKING ABOUT  
THIS?



1. Strive to insure that each officer has no more than one position in the association.

- Tough for small associations.. Recruit!
- Look out for, and PROTECT overachievers, those who volunteer for everything.



2. CLEARLY STATE ROLES AND EXPECTATIONS.

- Have a policy and procedures manual that clearly states expectations.
- Transition plan from one year to the next, from one officer to the next.
- Transition retreat



TRAIN FOR SUCCESS!



### 3. OFFICER SHOULD HAVE CLEAR AND ACHIEVABLE GOALS ANNUALLY

- Each officer/committee chair identifies (in writing) what they would like to accomplish during their term
- Check alignment with strategic plan
- Give specific feedback to make sure goals are reasonable and doable.



### 4. BE MINDFUL AND RESPECTFUL OF PEOPLE'S TIME

- Communication can overwhelm, particularly during a crisis
- Determine how things will be communicated and come to an agreement.
  - Emails
  - Texts
  - Phone calls
  - Meetings (face to face, online)
  - Polls such as Survey Monkey



### 5. RECOGNIZE AND ACKNOWLEDGE

- Privately
- Publicly
- Often
- How?
  - Call
  - Text
  - Send a card
  - Shout out on social media



## 6. GIVE TANGIBLE PERKS TO SHOW APPRECIATION

- Free convention to executive board
- Free conference (CEU incentives)
- Letter to superiors
- Food at meetings



## 7. Check in Often and encourage



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## 8. HIRE A MANAGEMENT COMPANY.





## 9. TALK ABOUT BALANCE



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## 9. HAVE FUN!



Kami Rowland



Debra Burnett



Michael Kaplan



Melodee Owens



Michelle Dawson

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