



PROTECTING AND RESTORING THE  
UPPER DESCHUTES RIVER WATERSHED

# Council Coordinator Retention

Staying sane in a growing  
organization

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# Topics

- My evolving role in a growing organization
- Why I continue to find my position meaningful, challenging and rewarding
- My approach to a few common challenges

# Developmental Phases

- I. Establishing core programs and systems
  - Financial and administrative
  - Programmatic: Niche development
  - Board structure and function
  - Implementation team (staff, partners, etc.)
  
- II. Building credibility
  - Delivering on projects
  
- III. Growing
  - New funding
  - Expanding capacity

# My Evolving Role

- I. Establishing core programs and systems
  - 70% managerial / 30% project
  
- II. Building credibility
  - 50% managerial / 50% project
  
- III. Growing so we can accomplish more
  - 80% managerial / 20 % project

# Making it Work: Realism

There are inherent limitations:

- No opportunity for a traditional promotion
- Organization will always be fairly small
- Some problems won't go away

I must take a very active role in:

- Defining my own criteria for satisfaction
- Creating my own opportunities

This is fundamentally an organizational management job:

- Relationships
- Strategy
- Fundraising

# Making it Work: Objectives

Continually tackling new challenges  
= Learning

Gaining new responsibility  
= Growing

Making a difference  
= Accomplishing

Securing fair compensation  
= Progressing professionally

# Common Challenges

“I’m pulled in too many different directions.”

“My board expects me to know everything: accounting, fundraising, project design, community outreach, etc.”

“I didn’t get a degree in \_\_\_\_\_ so I could spend my time doing \_\_\_\_\_.”

# Potential Solutions

Recognize the root problem:

- Lack of clear and realistic expectations creates an environment in which success is difficult. This creates prime conditions for burn out.

Steps:

- Examine and define the organizational trajectory
- Define your specific role
- Sequence major initiatives
- Leverage the work of others
- Monitor your personal objectives