

HR Heroes

Avoiding, managing,
tackling burnout





Introductions

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We exist to find and deliver opportunities for people and companies to thrive in a changing working world

Agenda



Intro and what are you hoping to achieve by the end of the session?



Triggers, stressors, personal strategies for burnout prevention



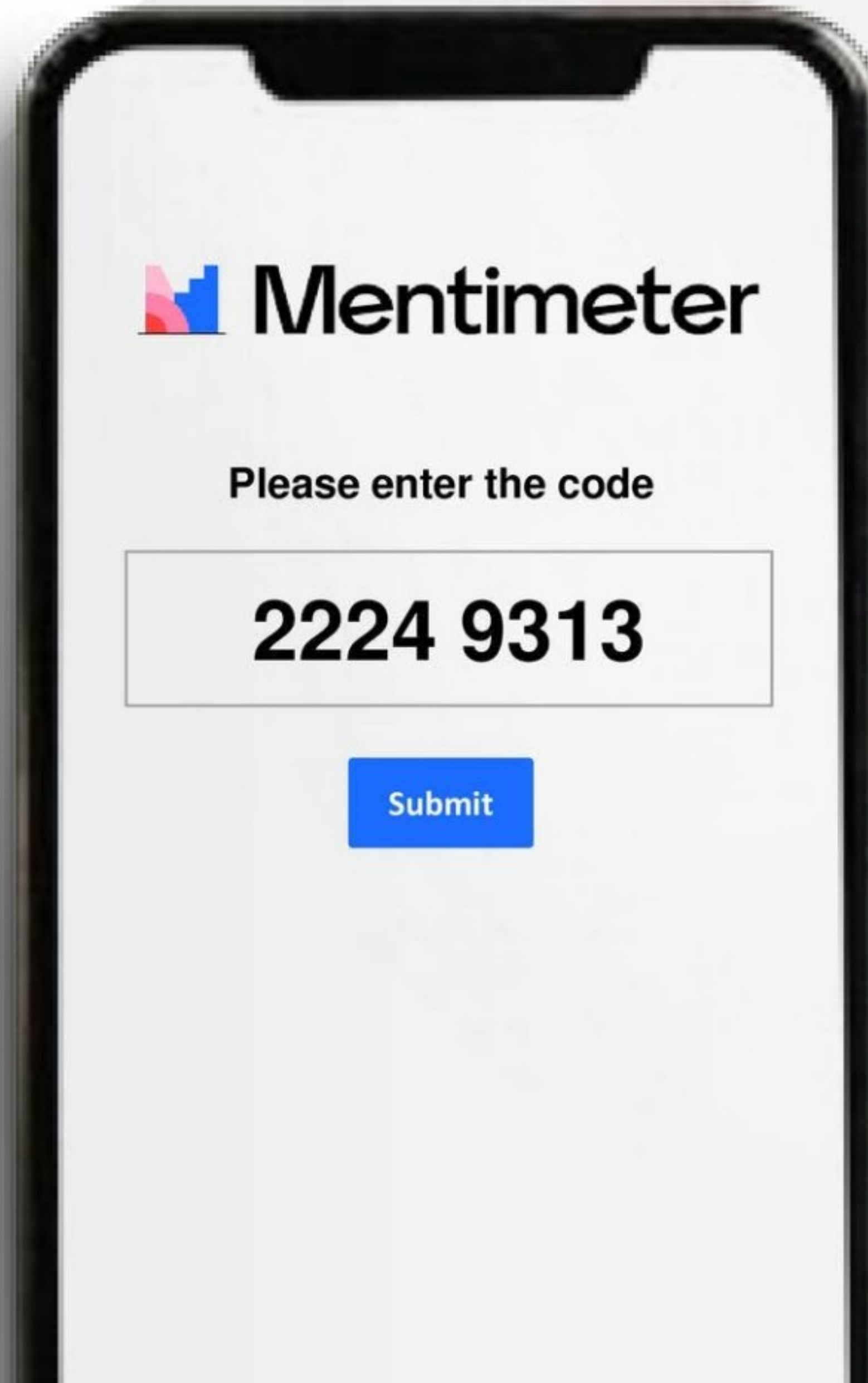
The ABC: Autonomy, Belonging, Competence



High performing teams and what sets them apart

What I'm hoping
to get out of today's
session is...

- ▶ As we wait to start
- ▶ Go to www.Menti.com,
- ▶ Enter the 8 digit code and answer the first question.



What are you hoping to get from this webinar?

Manage burnout

tricks on how to manage, identify or anticipate burnout in teams

Strategies to recognise and tools to prevent

Recognising signs of burnout for myself and others in the team.

What we can do to mitigate it

Tips to sharpen managing burnout

An understanding of how to better support colleagues in a hybrid world as well as key indicators of potential burnout

A better understanding of protecting my team and myself from extreme pressures

More knowledge on triggers

What are you hoping to get from this webinar?

Coping mechanisms

How to support supervisors

Strategies for managing burnout and how to recognise the signs

Reduce burnout

Strategies to manage burnout throughout an organisation

spotting burnout in self and others

how to identify burnout

Recognising signs

Understanding triggers to burnout and ways of prevent if possible and coping if necessary

What are you hoping to get from this webinar?

Tools to help myself and others in managing burnout

Some coping strategies for myself and others

How we can understand and help others to manage it

Some useful tips to support employees during a high scale Agile transformation project.

Understanding how I can help myself and others

Tools and tips

Proactively manage and avoid burnout for me and team members

Manage work load when it is the cut off period

How to get out of burnout

What are you hoping to get from this webinar?

How to recognise burnout at early stages so i dont feel overwhelmed

How to prevent burnout

How to help myself and other approaching burnout/or are there already

How to manage, knowledge of triggers

Identifying burnout

How to recognise and then manage burnout.

Strategies and coping mechanisms

Learn personal strategies to use to not to get to burnout

Burnout Vs having work to do. What takes priority

What are you hoping to get from this webinar?

General awareness of what people can do to help

How to advise others when they are trying to also keep up with high work loads

For self and others; building resilience to deliver and cope more effectively

How to create conversations about this topic

how to recognise signs and prevent burnout

How to tackle burnout and how to protect myself in future by recognising it in early stages

Understand how to identify burnout and how to prevent it?

Tips on protecting myself and my team from digital overwhelm

What can managers do?

What are you hoping to get from this webinar?

Tools and tips to manage burnout

managing work life balance and not over working the week of cut off

Tools and tips for to help me manage

Coping mechanisms for me and others

Managing others to avoid burnout

head count has cut by half in the team - impact on health and well being

Learning how to cope with stress and big workload without burning out

Tools and tips to manage burnout.

Coping and managing burnout

What are you hoping to get from this webinar?

Recognising signs of burnout and taking mitigating action

increase in PIPs, increase in absenteeism

Struggle to stay motivated, over stretched, goodwill running out, tested commitment

cynicism

Disengagement and apathy.

0-10%

All three in the past 6 months

fear of taking a holiday due to build up of work on their return

25%

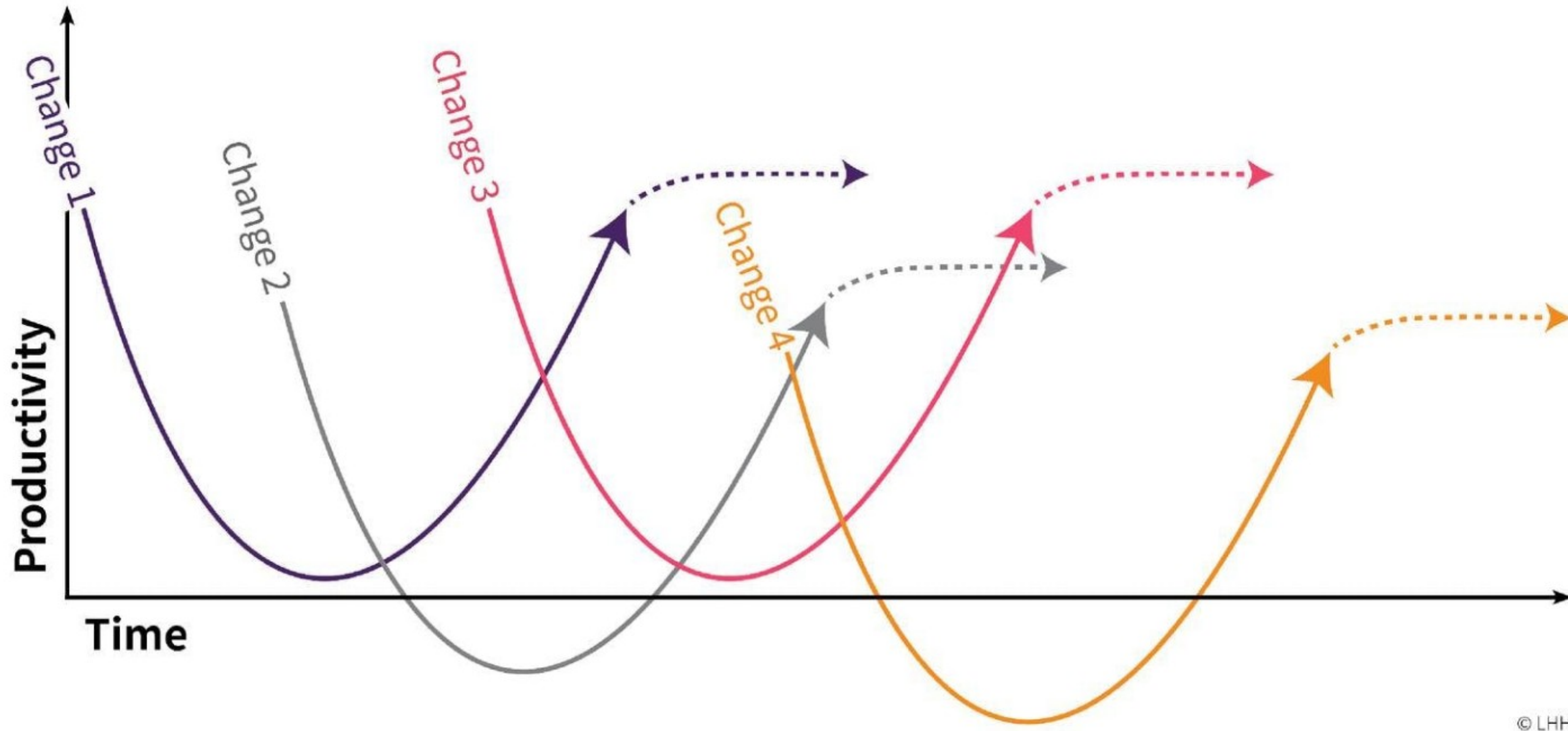
What are you hoping to get from this webinar?

unsustainable workload

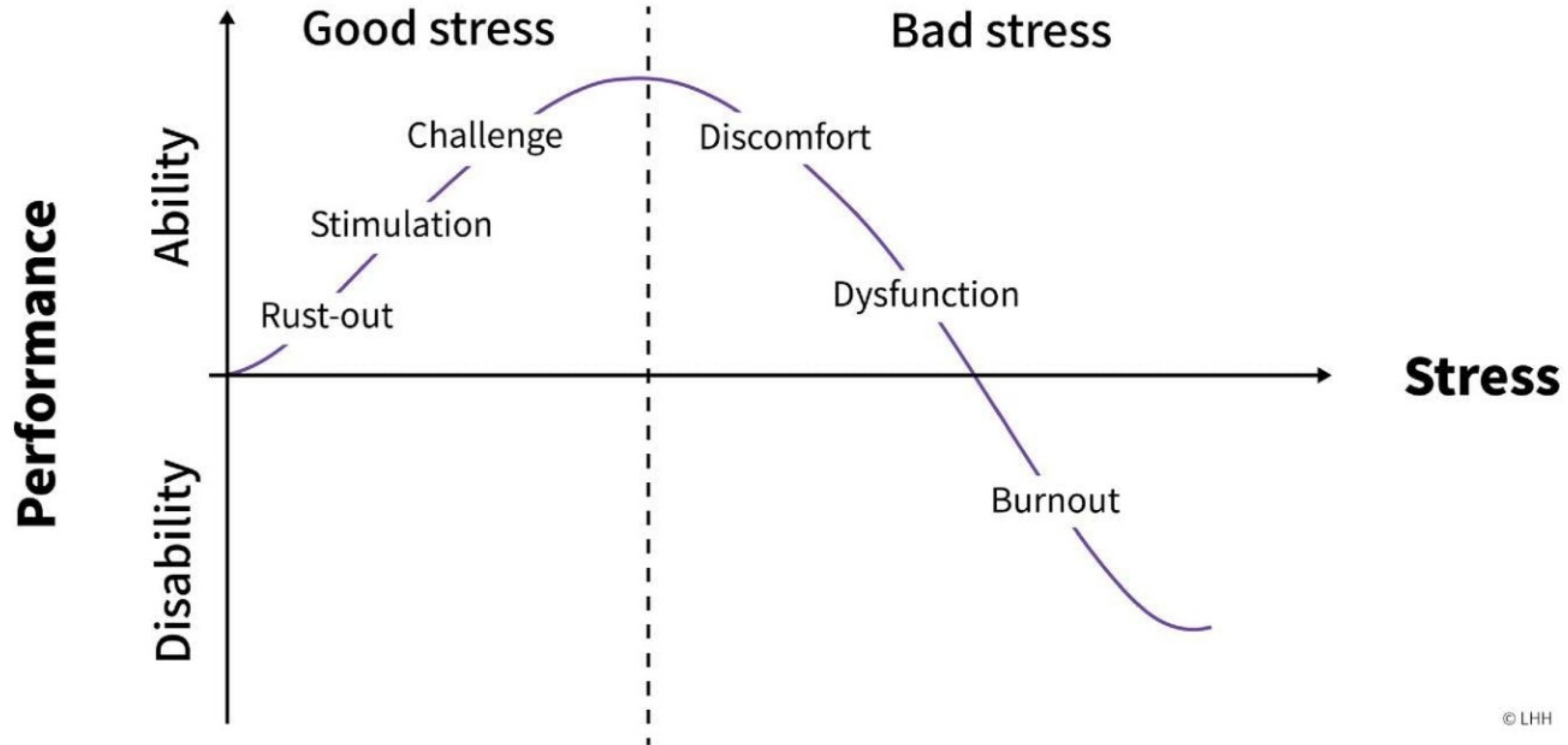
not being micromanaged

Trust, Confidentiality, Doer

Today's reality: Multiple simultaneous change curves

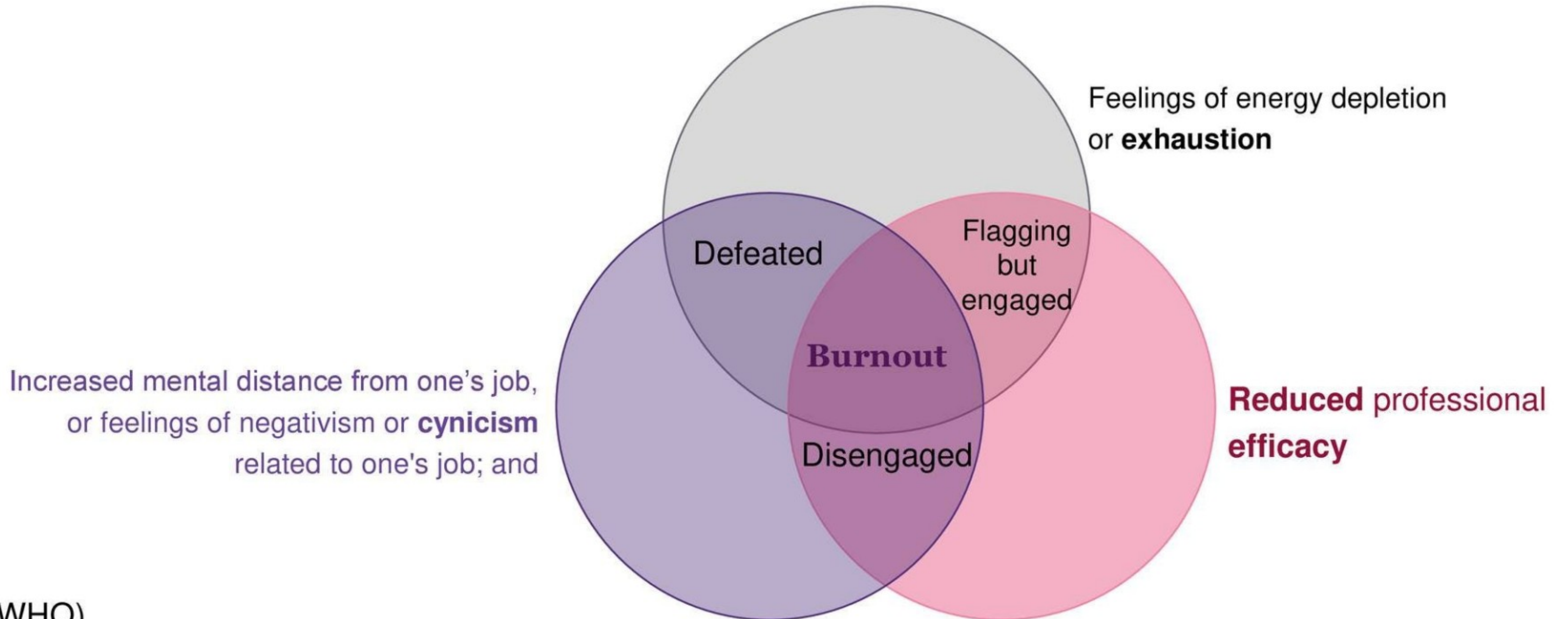


The potential impact of continuous change and uncertainty

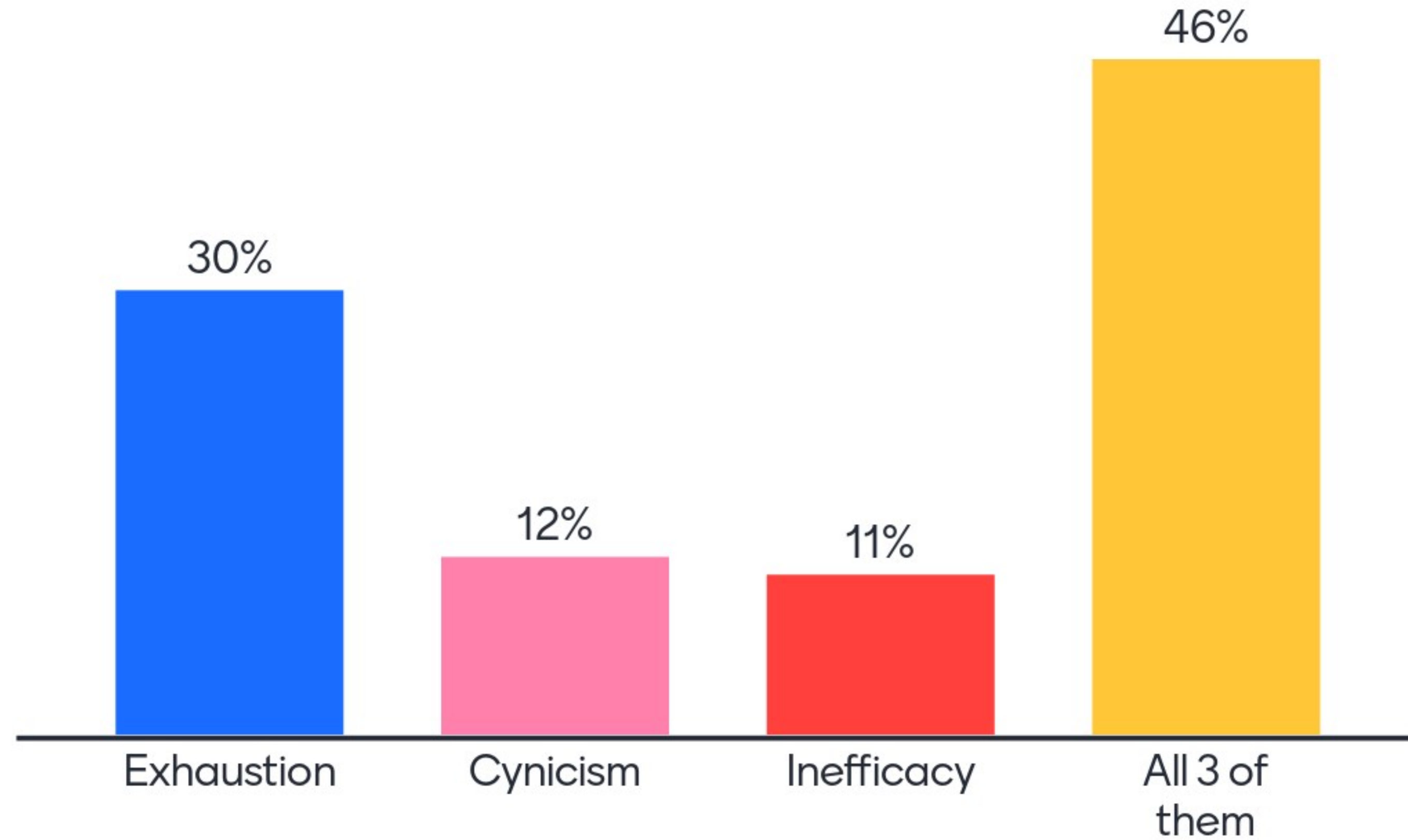


What is burnout?

“Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:



Did you experience either of these in the past year?



What are you observing? How is burnout showing up in your organisation?

Absence - sickness increases

Low levels of patience

Disengagement. Unwilling to return to the office.

Disengagement

Mistakes

sickness in the team

Negative behaviours and language

Absence

Struggle to be motivated

What are you observing? How is burnout showing up in your organisation?

Attrition and absence

Hearing it from the team, affects our output

more cases showed up vs pre covid

Personality and behavioural changes in employees

High Emotions, Attrition, more mental health absence

Communication, people taking time off, attitude and behaviours

Increased pressure on others

Absence

Attrition

What are you observing? How is burnout showing up in your organisation?

Tiredness and people feeling pressure

Absence

Family life and work life balance being neglected

high employee attrition

head count cut

Higher levels of sickness

Frustration

Poor mental health

Friction between colleagues

What are you observing? How is burnout showing up in your organisation?

Lack of enthusiasm

More leavers
Increased work hours
but not efficient

Pressure

Unable to focus and distancing,
heightened emotion

Lack of motivation

lack of motivation, cynical comments

Leaders wanting HR to solve

higher levels of disciplines

Increased absences, performance
affected

What are you observing? How is burnout showing up in your organisation?

Leavers, pressure at all levels

Blame culture

Not energetic and passionate as usual

Poor behaviours at work creating a toxic environment

Negative views on future projects

Mistakes, increased absence levels.

Increased sickness levels, stress, anxiety

Cynicism, negativity and concern about what is and is not in one's job description

Suspicion.

What are you observing? How is burnout showing up in your organisation?

People saying they can't cope and reduced engagement rates

Less engaged

not only doing your day job but also working on side projects

Personally seeing lack of team working, greater turnover, lack of creativity

Everyone focusing on themselves and less team work

Increased sickness

Pressure

Lethargic

Lack of initiative

What are you observing? How is burnout showing up in your organisation?

Mental block - inability to process information.

Expectation to work 24/7

Blame and lack of desire to collaborate

Lack of motivation, frustration

Lack of employee engagement

Lost sleep due to the dread of returning to work the following day

Team members are falling ill

a lot of complaining about everything

30

What are you observing? How is burnout showing up in your organisation?

confidence in me as a person

family relationship
respect
loyalty
helping others
recognition

being valued

6 main causes of burnout

1. Unsustainable workload
2. Perceived lack of control
3. Insufficient rewards towards effort
4. Lack of supportive community
5. Lack of fairness
6. Mismatched values and skills



To what extent does an employee able to influence these in your opinion? (0- not at all, 100 - completely)



Good news, bad news

Good news

- ▶ Proactive burn-out prevention is effective
- ▶ Increase of job resources vs. reducing job demands is very effective way of reducing burnout
- ▶ Burnout reduces with the increase of team effectiveness
- ▶ Digital distraction can be managed to reduce exhaustion

Bad news

- ▶ Employees already suffering from burnout don't have the resources to invest in proactive behaviours
- ▶ Strategies focusing solely on individuals won't help burnout reoccurring
- ▶ The most engaged / passionate employees are most prone to burnout
- ▶ Your most diverse talent is most likely to experience burnout

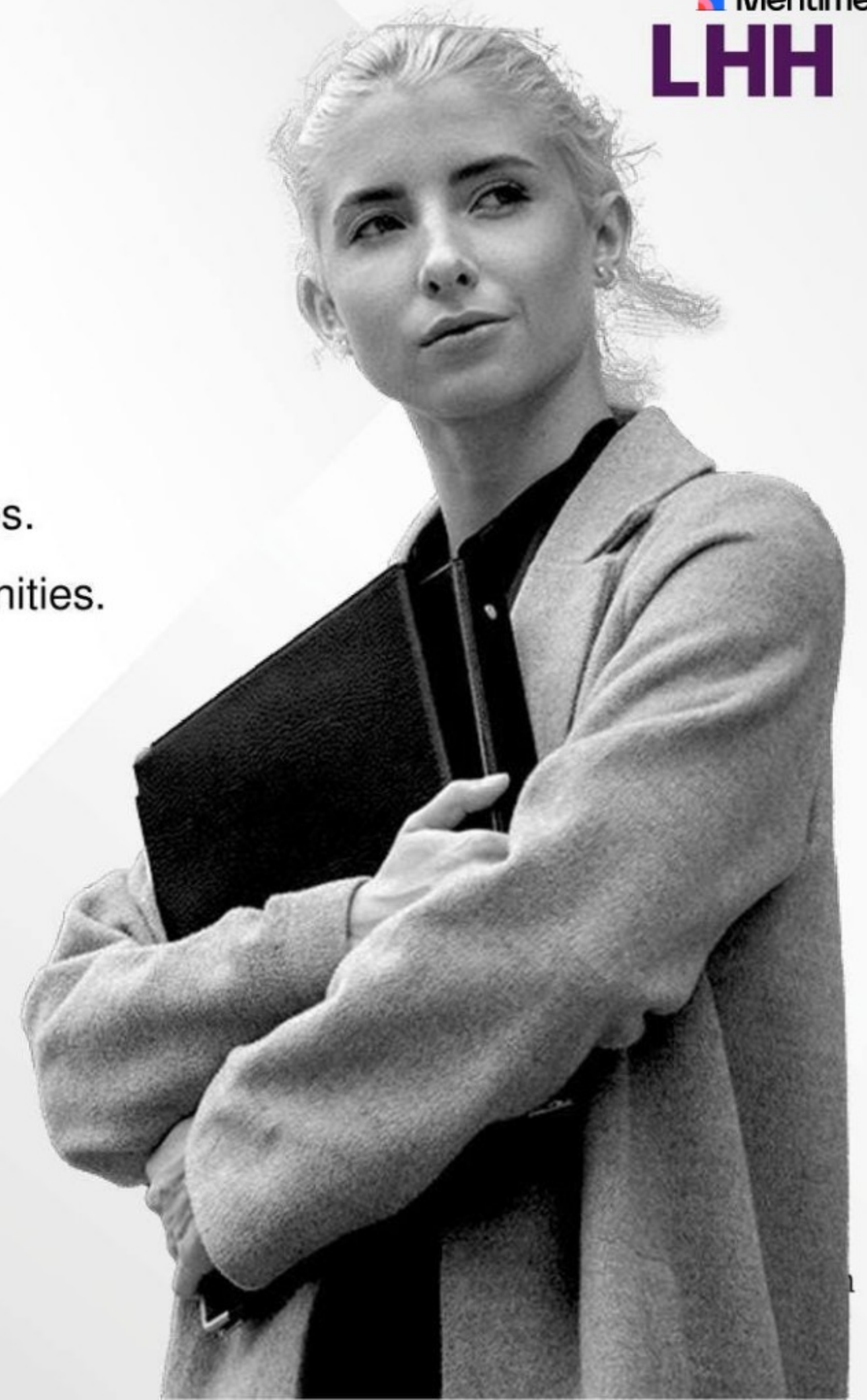
Balancing act

Job demands

- ▶ Short deadlines.
- ▶ High volumes of work.
- ▶ Complex or boring projects.
- ▶ An uncomfortable work environment.
- ▶ Few opportunities to work autonomously.
- ▶ Poor working relationships.
- ▶ Unclear goals or role ambiguity.
- ▶ Limited opportunities for career advancement or personal development.

Job resources

- ▶ Mentoring or coaching opportunities.
- ▶ Training and development opportunities.
- ▶ Regular constructive feedback.
- ▶ Increased autonomy.
- ▶ Clearer goals.
- ▶ Organizational rules, benefits, or processes that support and strengthen employees.



Personal Burnout strategies

Autonomy, Belonging, Competence & their importance in fighting burnout



Autonomy



Belonging



Competence

Autonomy

Autonomy at work for me means

Being trusted

Managing own time and hours

empowerment

trust me to make the right decision

self empowered

Can take decisions at my level without approval

freedom of managing my tasks at my pace

Structure my day how best suits my style of working

No micromanagement

Autonomy at work for me means

Freedom to complete work with a degree of creativity

Being trusted

Empowerment

Trust

Trust to let me get on with my work without constant checks

Being trusted and empowered to get on with things

Control over one or more aspects of work life

No micromanaging, no unnecessary bureaucracy

Empowerment

Autonomy at work for me means

Trust

Trust to action your ideas strategically

Trust to make the right decisions

being treated like an adult and not micro managed

Can decide on my goals

Being trusted and personally responsible. Allowed to make suggestions and provide input.

Trust

Being able to manage my own workload and time to achieve my work goals, as well as empowerment

Empowered and trusted

Autonomy at work for me means

Being allowed to take control of workload

Being able to support stakeholders on an 121 basis

Freedom
Not being micro managed
Able to express opinions and share ideas
Work towards personal career goals

Ability to take risks without worry of decision being overturned at higher level (within reason)

Being trusted to deliver

Trust to take control of workload

Why is autonomy important in fighting burnout?



Employees are 43% less likely to experience high levels of burnout when **they have a choice in what tasks to do, when to do them and how much time to spend on them.**



Employees who strongly agree **their performance metrics are within their control** are **55% less** likely to experience burnout frequently.



Employees who strongly agree that they **always have too much to do** are **2.2 times** more likely to say they experience burnout very often or always at work

Activity:

Get creative – how can you change the way you work as a team in each of these 4 areas?
 How can you change the way you personally work in these 4 areas?

Elements of Autonomy	Definition	How we can apply it within our team	How I can apply it in my own work
Task	Autonomy to decide what to do	E.g. task-shifting between colleagues depending on preferences	E.g. job crafting
Time	When to do it		
Technique	How to do it		
Team	With whom to do it		

What values stand out for you?

Achievement Friendships Physical challenge Advancement and promotion Growth Pleasure Adventure Family Power and authority Affection Helping other people Privacy Arts Helping society Challenging Honesty Purity Change and Independence Relationships Influencing Quality Community Inner harmony Recognition Respect Competence Integrity Competition Intellectual status Reputation Cooperation Involvement Responsibility and accountability Job tranquillity Security Creativity Knowledge Self-respect Decisiveness Leadership Serenity Democracy Location Sophistication Ecological awareness Loyalty Stability Economic security Market position Status Effectiveness Meaningful work Supervising others Efficiency Merit Time freedom Ethical practice Money Truth Excellence Nature Wealth Excitement Wisdom

20% making 80% difference

20%

Belonging

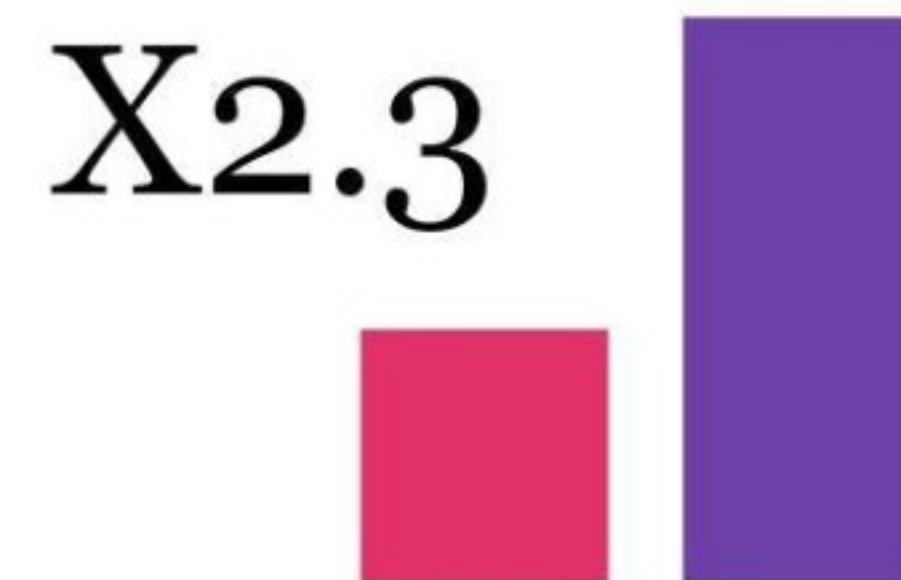


Why is Belonging important?

Employees who strongly agree that they feel supported by their manager are about 70% less likely to experience burnout regularly.



When employees strongly agree that they are often treated unfairly at work, they are 2.3 times more likely to experience a high level of burnout.



Belonging at work for me means...

Connection to the cause and values

Having someone who will watch my back

Being part of the bigger picture and part of a team that can make a difference

My ideas are listened to

having people who you trust and have fun with

connecting with colleagues

Part of the team

Sense of purpose

Being part of a close team

Belonging at work for me means...

People caring about me, my life and values
me being part of a team

My organisation and my values and beliefs
are aligned

Being part of a team and purpose

Being appreciated

Involvement and opinions being
acknowledged

part of a team with shared values and
purpose

Understanding how my tasks effect others.
Thinking of the customer journey

feeling valued for the work I do.

Feeling valued and part of a team

Belonging at work for me means...

Collaborative team

Having your opinion make a difference

Being part of something

treated the same as other team members

To be part of a team that supports each other and where every member is valued for their contributions

Aligned with company purpose and valued

Being recognized

supportive colleagues, feedback

Feeling that I'm adding value to a team

Belonging at work for me means...

Feeling valued and recognised as having an impact on the business

being around people that understand my shortcomings

Acknowledgement, being part of team that makes a difference, treated the same as others.

having a good reputation

My comments are listened and valued

Feeling part of a team and being valued

Connecting with the purpose of the organisation

Being part of the team

It all starts with trust



© LHH

Activity: Trust assessment

Credibility

Integrity

Reliability

Transparency

Empathy

When was the last time I ...

- ▶ Admitted that I didn't have the answer to a question?
- ▶ Gained someone's trust because of my actions or words?
- ▶ Followed up to do what I said I would do?
- ▶ Met expectations that were set out for me?



When was the last time I ...

- ▶ Chose the right path and stayed true to my values when given the choice to do otherwise?
- ▶ Showed that I have interest in others or that of the organization at heart?
- ▶ Clearly stated my intentions and set clear goals?
- ▶ Modeled ethical behavior and/or moral principles?
- ▶ Showed others that I trust in their ability?



Reliability

When was the last time I ...

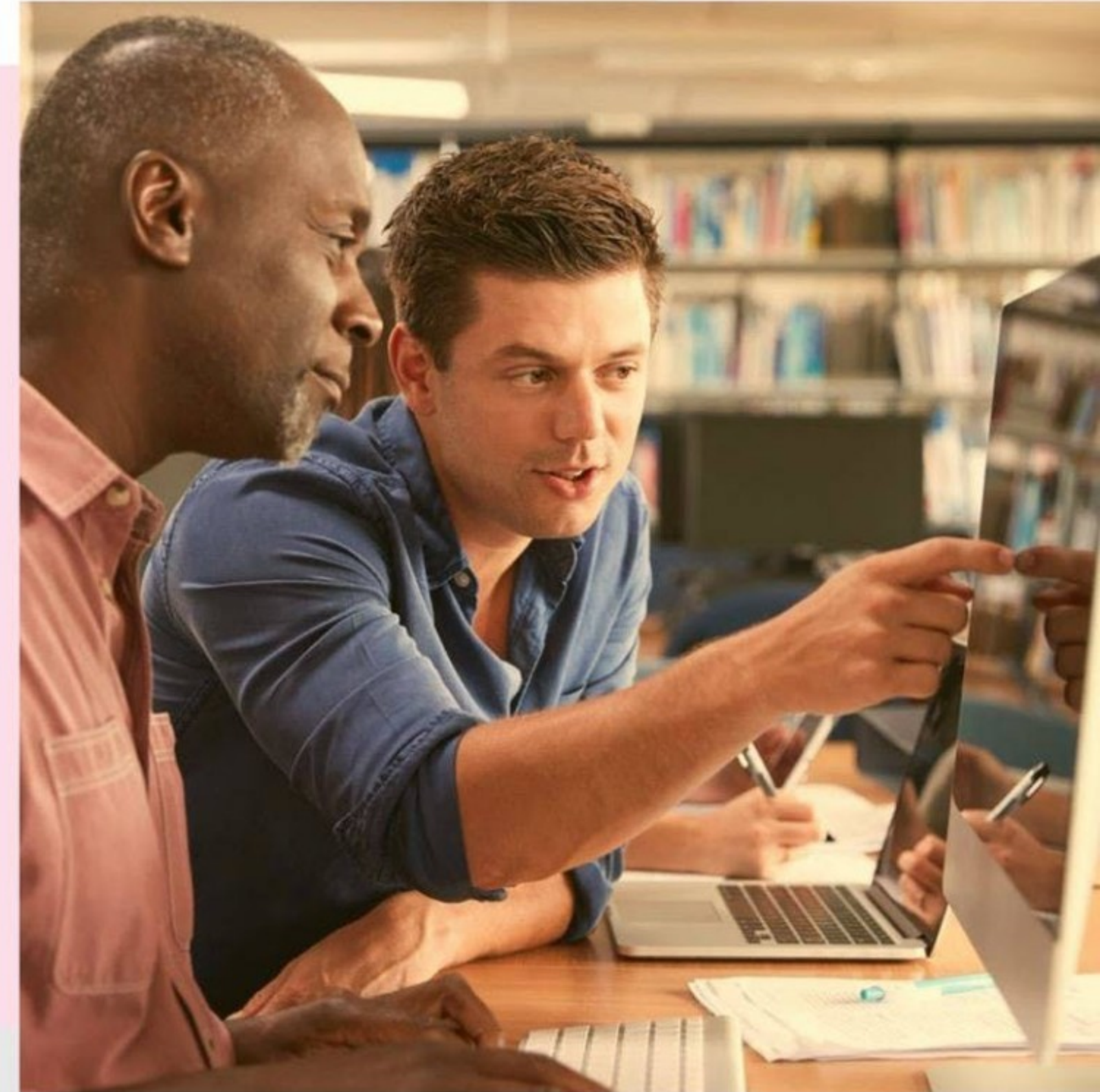
- ▶ Demonstrated my follow-through on a commitment?
- ▶ Showed my ability to balance competing priorities?
- ▶ Stuck up for my employees?
- ▶ Delivered results as expected?
- ▶ Avoided overpromising? How did I manage to do so?



Transparency

When was the last time I ...

- ▶ Gave honest feedback? In what manner?
- ▶ Demonstrated transparency by sharing information up front?
- ▶ Shared my honest opinion when asked?
- ▶ Shared reasons/motives for my actions?
- ▶ Let others know where I stand on important issues.



When was the last time I ...

- ▶ Spent the time and effort to understand how others feel?
- ▶ Listened without judging or interrupting others?
- ▶ Paid attention to non-verbal factors of others?
- ▶ Asked probing questions to better understand others?
- ▶ Intentionally adjusted my words and style of communication based on the situation or person in order to improve outcomes?



Competence

Building my competence at work means...

Tasks become easier and quicker

Having a good mentor

Being listened too

I build on me reputation and self confidence

Confidence in performing tasks

I can share my knowledge

Trusting myself

safe space to share feedback

Understanding context around requirements

Building my competence at work means...

Having a coach that can help me identify areas for development

being able to deliver results faster and with more confidence

Being given meaningful experiences and opportunities

Being trusted

Being respected

Ability to join the dots

Becoming a trusted advisor

being able to share the workload and have time to mentor

sharing knowledge across the team and vice versa

Building my competence at work means...

Having the opportunity to undertake training.

personal development time being built in to the day/week

being trusted to get on with it and treated fairly

Why is competence important for preventing burnout?

Employees who have the opportunity to do what they do best are 57% less likely to experience burnout frequently



Tomorrow's session – Your strengths

24 STRENGTHS

EMOTIONAL

Courage:
You take on challenges and face risks by standing up for what you believe



Emotional control:
You are aware of your emotional 'triggers' and how to control these to remain calm and productive



Enthusiasm:
You demonstrate passion and energy when communicating goals, beliefs, interests or ideas you feel strongly about



Optimism:
You remain positive and upbeat about the future and your ability to influence it to your advantage



Resilience:
You deal effectively with setbacks and enjoy overcoming difficult challenges



Self-confidence:
You have a strong belief in yourself and your abilities to accomplish tasks and goals



RELATIONAL

Collaboration:
You work cooperatively with others to overcome conflict and build towards a common goal



Compassion:
You demonstrate a deep and genuine concern for the well-being of others



Developing others:
You promote other people's learning and development to help them achieve their goals and fulfil their potential



Empathy:
You readily identify with other people's situations and can see things clearly from their perspective



Leading:
You take responsibility for influencing and motivating others to contribute to the goals and success of their team and organisation



Persuasiveness:
You are able to win agreement and support for a position or desired outcome



Relationship building:
You take steps to build networks of contacts and act as a 'hub' between people that you know



EXECUTION

Decisiveness:
You make quick, confident and clear decisions, even when faced with limited information



Efficiency:
You take a well-ordered and methodical approach to tasks to achieve planned outcomes



Flexibility:
You remain adaptable and flexible in the face of unfamiliar or changing situations



Initiative:
You take independent action to make things happen and achieve goals



Results focus:
You maintain a strong sense of focus on results, driving tasks and projects to completion



Self-improvement:
You draw on a wide range of people and resources in the pursuit of self-development and learning



THINKING

Common sense:
You make pragmatic judgements based on practical thinking and previous experience



Creativity:
You come up with new ideas and original solutions to move things forward



Critical thinking:
You approach problems and arguments by breaking them down systematically and evaluating them objectively



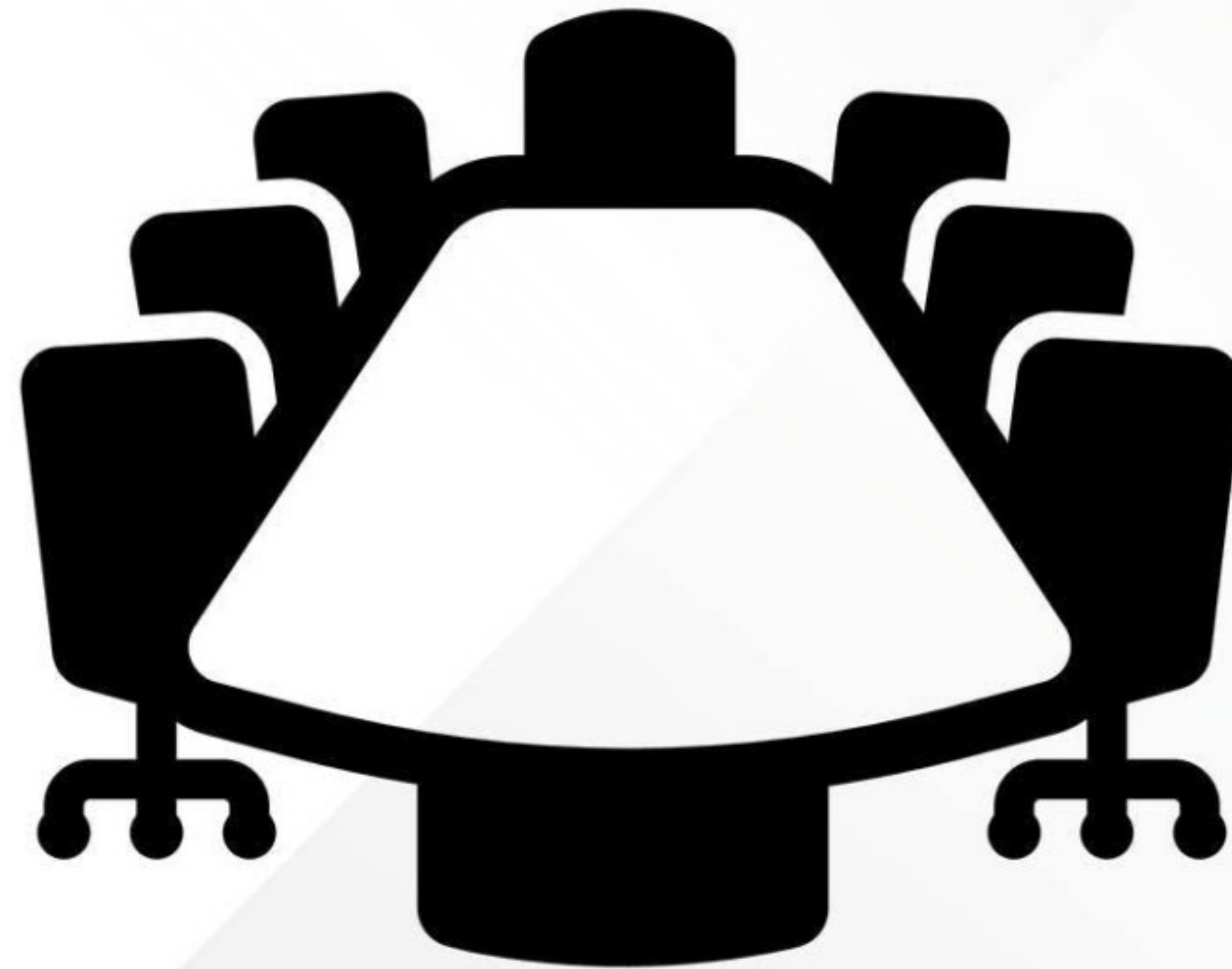
Detail orientation:
You pay attention to detail in order to produce high quality output, no matter what the pressures



Strategic mindedness:
You focus on the future and take a strategic perspective on issues and challenges



Have you got a seat at the table?



Move FAST



Ask for feedforward

- 1** You can change the future. You can't change the past.
- 2** It can be more productive to help people be "right," than prove they were "wrong."
- 3** Most people hate getting negative feedback, and most don't like to give it either.
- 4** Feedforward tends to be much faster and more efficient than feedback.
- 5** People tend to listen more attentively to feedforward than feedback.
- 6** Almost anyone you know can give you ideas on how to improve. They don't have to know you. Feedback requires them to know you. Feedforward just requires having good ideas for achieving the task.

Know yourself



Minimise danger, maximise reward

Reward or Threat Response



Status – the relative importance to others



Certainty – being able to predict the future



Autonomy – a sense of control over events



Relatedness – a sense of safety with others (friend or foe)



Fairness – a perception of fair exchanges between people



Quick takeaway - Complete the stress cycle



Move your body



20 second hug



Sleep

Putting It All Together

Key takeaways

- ▶ **Own stressors & strategies**
- ▶ **Autonomy, Belonging & competence**



Your key takeaways from today's webinar. What actions are you going to take.

Try and speak up more

manage workload and take time to reflect on the work load and speak up more

Spend some time on my values

Manage the expectations of others to maintain flexible working instead of returning to the status quo

ITS OK TO SAY NO

Confidence in self

Move differently

i really like the feedforward concept

Overall a better understanding of what burnout is. Action I will take is to do something about it, not let it sit and make a change

Your key takeaways from today's webinar. What actions are you going to take.

Be honest and speak up when I'm struggling

A better understanding of the teams Values using the sheet would be a great activity

Not feel guilty about managing my workload to allow time to be both productive at work but look after myself as well

Do not disregard my values at work

Hearing other influences are on reaching burnout outside workload

Feedforward

Thank you
for engaging



SURVEY - Please click on the survey link we have sent you in the Chat and complete the feedback