

HR Insights

Managing Conflict in a Burnout World

Sept 20th, 11am, via Ms Teams

yolk



REFRESHING LAW

Searching for Serenity

BURNOUT | IMPOSTER SYNDROME | STRESS | RESILIENCE

Aims

*Searching
for
Serenity*

By the end of this session you will:

- Understand what burnout is (versus the myths we've all heard!)
- Be able to identify burnout risks and symptoms in yourself and your team
- Have some practical tools to start implementing

*Searching
for
Serenity*

Why do we care about burnout?

Why am I the one talking
to you about it?

*Searching
for
Serenity*

Gallup 2018;

23% of workers reported feeling burned very often or always,
44% felt burned out sometimes

23% + 44% = 67% of workers experiencing burnout

Searching
for
Serenity

Gallup March 2020;

28% of workers reported feeling burned very often or always,
48% felt burned out sometimes

28% + 48% = 76% of workers experiencing burnout

(psst.... check the date!)

Burnout Survey

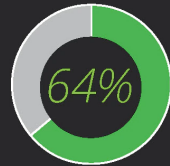
Deloitte conducted an external marketplace survey of 1,000 full-time, U.S. employed corporate professionals to understand the causes and impact of employee burnout, as well as the programs employees value most, and how organizations can do a better job of providing them.



87%

of professionals say they have passion for their current job

YET...



of professionals say they frequently feel stressed or frustrated at their current job

18%

everyday

32%

few times a week

15%

once a week



77%

of professionals have experienced burnout at their current job

51%

more than once

84%

among those not passionate about their job

The biggest drivers of employee burnout



31%

lack of support or recognition from leadership



30%

unrealistic deadlines or results expectations



29%

consistently working long hours or on weekends

Searching for Serenity

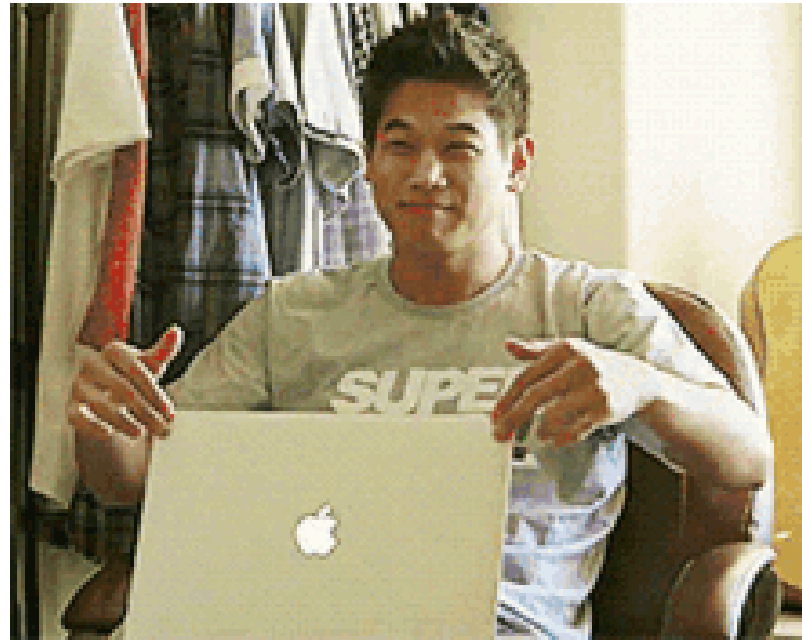
Deloitte 2021 burnout survey findings included that 77% of professionals have experienced burnout at their current job

Do you recognise any of those burnout drivers?

Same report: 49% of £56bn loss per year due to presenteeism...

*Searching
for
Serenity*

What do you think
burnout looks like?



*Searching
for
Serenity*

Something like this...?

*Searching
for
Serenity*

What is it really?

World Health Organization – ICD 11

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

1. feelings of energy depletion or exhaustion;
2. increased mental distance from one’s job, or feelings of negativism or cynicism related to one's job; and
3. reduced professional efficacy.

Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life.”

Searching
for
Serenity

Searching
for
Serenity

My definition:

Burnout is a collection of **physical** and **emotional** symptoms that arise when someone who **cares** about doing a good job works **too hard**, for **too long** with **too little** care and reward.

It happens to the best and brightest who give generously of themselves and ask for too little in return...

Sound familiar??

A systemic approach to burnout

We are operating within complex systems, which contribute to and impact our ability to manage and reverse burnout.

It is important to remember that burnout is a **systemic issue** that **presents symptoms** in individuals.

It is NOT a personal failing

*Searching for
Serenity*



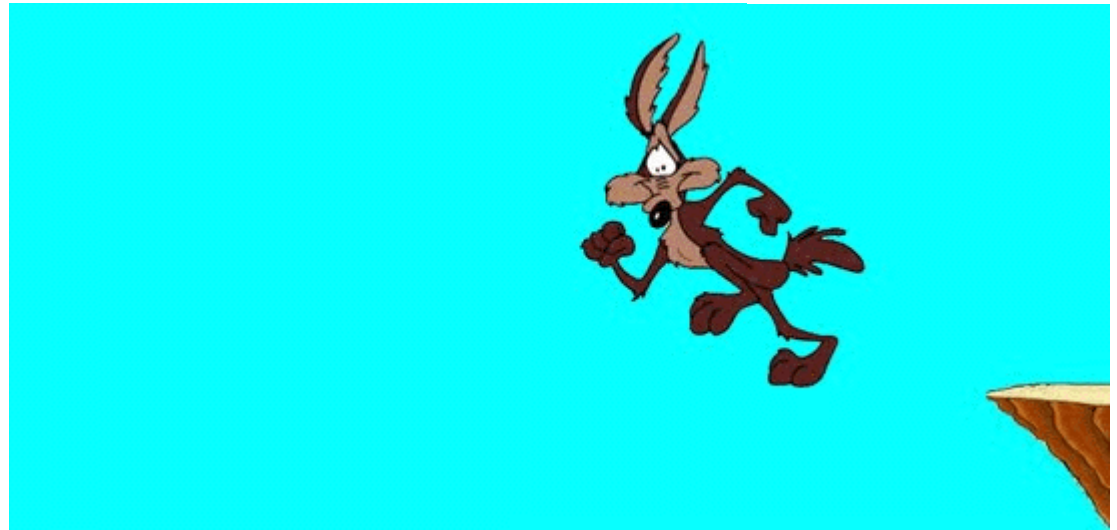
How does burnout progress?

(where do most people get it wrong?)

Searching
for
Serenity

5 Stages of Burnout:

1. Honeymoon stage
2. First challenges
3. Plateau
4. Crisis
5. Habitualised burnout



Three burned out workers walk into a bar...



*Searching
for
Serenity*

Three burned out workers walk into a bar...

*Searching
for
serenity*



The Firebrand:

Natural state: good, solid worker
committed to the organisation

Burnout state:

Loudly angry, negative, disengaged
Negatively impacting others

Believe everything their employer does is *&@!

Work is slipping in quantity and quality but
otherwise of a sufficient standard

Three burned out workers walk into a bar...

*Searching
for
Serenity*

The Ghost:

Natural state: natural introvert but can be outgoing. Often works with emotions or heavy type work.

Overperformer



Burnout state:

Have you heard of quiet quitting??

Previously chatty in Zoom pubs/WhatsApp chats but has disappeared.

Won't attend work events and avoid eye contact.

Work quality & quantity slowly declining, but not always noticeable

Three burned out workers walk into a bar...

*Searching
for
Serenity*

The Superhero

Natural state: total overachiever, honestly kind of annoying to work with if they weren't so lovely. Volunteers for everything.

Burnout state:

Energy is getting a bit frantic.
Overcommitted but unable to say no as personal worth = perceived value to others.
Dig up, stupid!



What has the impact of flexible/remote working been on burnout?



Have we solved burnout yet?

- ✓ Singular solutions to burnout are usually misleading
- ✓ Remote working can improve productivity, job satisfaction and commitment (Kelliher and Anderson 2010)
- ✓ But can also increase work intensification and effort (same study)
- ✓ Remote workers carry out nearly twice as much unpaid OT each week than office workers (ONS 2020 – 6h/w compared to 3.2h/w in office)
- ✓ Unpaid OT increased by 25% 2020-2021 per ADP Research Institute (reported in Forbes) 7.3h/w – 9.2h/w

Ok, so our
jobs are
inherently
stressful... are
we doomed?
I don't believe so



*Searching
for
Serenity*

Think of burnout as living in
your energy overdraft.

*Searching
for
Serenity*



*Searching for
Serenity*

What do good burnout prevention strategies look like?



Prevention
Recovery



**How can we identify
burnout symptoms earlier?**

*Searching for
Serenity*



How can we prevent burnout?

*Searching for
Serenity*

- Resourcing
- Strategy and policy
- Business continuity planning
- A fresh approach
- NOT a fruit box or a day off work!!



Why do we get burnout so wrong?

- Technical term in common parlance
- Not a medical diagnosis
- Overton's window – as our burnout progresses so does our base line expectation

Why do we get burnout so wrong?

*Searching
for
Serenity*

- Narrowing of life to cope with work pressures over time has a self-gaslighting effect
- Plenty of us need permission to stop

How do we take a proactive approach to reversing burnout?

*Searching
for
Serenity*

- Start now!
- Identify where you are on the stress spectrum and what you need to lower your risk of burnout – I use these questions with my clients

What works?	What doesn't work?
What are you missing?	What do you need?



A couple of quick reminders...

- Burnout is not the end of the road
- If some of the points here hit home, that's ok. It means you care and give a lot of yourself – *nothing more*
- It is completely and entirely reversible and manageable – with structural and personal change
- In order to have capacity for change we need to not be living in our energy overdrafts!



When should we take action on burnout?

- ✓ Immediately!
- ✓ Weave burnout prevention through everything
- ✓ Apply critical thinking to the status quo
- ✓ Do not wait to break – you likely won't!

How can we prevent burnout?



Two questions point to a similar issue:

- . How can employers prevent burnout when struggling to recruit?
- . How can we break the cycle of too much work and not enough time?

Questions?

*Searching
for
Serenity*

Leah Steele

Searching for Serenity

www.searchingforserenity.co.uk

www.linkedin.com/in/leahysteele

www.facebook.com/serenitysearch

