



Burnout is Real and Costly


Strong, sustainable leadership hinges on effective energy management. We often fail to understand our own energy levels and the factors that lead to burnout, which in turn can create a ripple effect within our teams and organizations.

Defined

The **World Health Organization** characterizes burnout as:





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Feelings of energy depletion or exhaustion (emotional and physical)
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Increased mental distance from one's job or feelings of negativism or cynicism related to one's job
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Reduced professional efficacy

How Burnout Presents

 MIND	 BODY	 EMOTIONS	 SPIRITUAL
Distraction	Trouble sleeping or difficulty waking up	Anxiety	Cynicism
Inability to focus	Fatigue	Stress	Hopelessness
Forgetfulness	Lack of motivation to be physically active	Depression	Overwhelm

Causes

Burnout is a chronic stress syndrome that develops during periods of prolonged struggle.



A Excessive Workloads

Employees often experience burnout due to heavy workloads and unrealistic expectations. Constantly trying to meet deadlines and handle overwhelming tasks can lead to physical and emotional exhaustion.



B Poor Organizational Culture

A toxic work environment characterized by high levels of stress, lack of support, and ineffective leadership can contribute to burnout. When employees feel undervalued, or unsupported their motivation and morale suffer, increasing the likelihood of burnout.



C The Challenges of Recharging. Lack of Boundaries

Employees struggle to maintain a healthy balance between their professional responsibilities and personal life. Long working hours, constant connectivity, and pressure to always be available can erode boundaries, leading to burnout.

Prevalence

Burnout is a problem across professions, and research suggests it is often ignored. A 2015 study by Deloitte found that nearly 70 percent of professionals feel their employers are not doing enough to prevent or alleviate burnout, and 21 percent of respondents said their company offered no burnout-prevention programs.



During the pandemic, burnout rates surged. According to a recent study by Morneau Shepell, self-reported instances of high burnout had tripled by October 2020, rising from 9% pre-pandemic to 30%.

Why burnout is on the rise?



Economic and job uncertainty



Isolation: balancing remote work



Disruption to energetic deposits: physical, emotional, and spiritual

Cost

According to a 2020 survey conducted by Spring Health, 76% of American workers admitted to experiencing burnout. Harvard Business Review estimates that the annual healthcare spending attributable to workplace burnout ranges from \$125 billion to \$190 billion. Gallup's research indicates that burned-out employees contribute to a loss of \$3,400 out of every \$10,000 in salary due to disengagement.

Identify → Assess / Accept → Act → Invest in Longer-term Wellbeing

Build Healthy Habits: Invest in Prevention

Change is hard. It gets harder to address the more burned out we become. Learning to address burnout before it becomes a problem is a valuable life skill that we should all possess. Moreover, it is a skill we should share with our teams.

Diagnose Burnout



Maslach Burnout Inventory is a validated assessment tool for burnout.

“Burnout” isn’t a medical diagnosis. Some experts think that other conditions, such as depression, are behind burnout. Whatever the cause, burnout can affect your physical, emotional, and spiritual health.

Identifying burnout has also become more complex because:

- We all struggled during COVID-19 (our burnout may not seem like a problem given that we all suffered.)
- It can feel selfish to focus on self-care when others have the same burdens.
- We may still have less direct contact with others and don’t have anyone to mirror back our state of mind.
- Remote work often means we are plugged in and “wired” all the time.
- Disengaged with our work, the fewer boundaries we place.



Build Awareness

We all have energetic bank accounts. When our accounts dip or go into the red, we experience burnout. We can reduce the risk of burnout by replenishing our energetic reserves.

Individual Strategies to Avoid Burnout



MENTAL

When overdrawn we feel...

Distracted and overwhelmed

Replenish reserves by...

Making lists to create more time

Triage list items as:

- Urgent
- Important
- Can wait



PHYSICAL

When overdrawn we feel...

Exhausted

Replenish reserves by...

Taking care of your physical wellbeing

Investing in rest, sleep, exercise, hydration etc.



EMOTIONAL

When overdrawn we feel...

Compassion fatigue and detachment

Replenish reserves by...

Managing commitments

Having genuine, heartfelt conversations

Laughing
Engaging with people who “fill you up”



SPIRITUAL / PURPOSE

When overdrawn we feel...

Cynicism, despair, and hopelessness

Replenish reserves by...

Creating a purpose statement and revisiting it often

Connecting regularly with your personal sense of purpose

Archiving affirmations and expressions of gratitude



How Leaders can Proactively Work to Prevent Team Burnout

WORK

- Increasing/maintaining job control
- Increasing/maintaining supervisor social support
- Increasing/maintaining co-worker social support
- Seeking feedback
- Seeking/performing tasks that energize
- Reducing job demands that hinder

HOME

- Increasing/maintaining home autonomy
- Increasing/maintaining home social support
- Reducing work-home conflict

PERSON

- Improving/maintaining physical health
- Developing/maintaining psychological wellbeing
- Engaging in relaxing activities

*Source: M. Otto et al., (2020). The Development of a Proactive Burnout Prevention Inventory: How Employees Can Contribute to Reduce Burnout Risks, International Journal of Environmental Research and Public Health, 17, 5.

Ways to proactively create a positive work environment:



Increase and Maintain Job Control:

Create clear expectations with success criteria.



Increase and Maintain Supervisor Social Support:

Recognize that remote work can feel lonely. Check in.



Increase and Maintain Coworker Social Support:

Coworker relationships are so important. Encourage mentorship relationships and support networks.



Increase and Maintain Feedback:

Be more intentional in expressing appreciation, providing real-time feedback, and calibrating expectations.

Burnout is real, on the rise, and retractable. Let us help you and your team prevent burnout before it starts.

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