



We All Carry The Water

Strategies for Minimizing Burnout at Work

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The work
we do
matters!



DISCUSS BURNOUT
AS A RELATIONSHIP
TO CONTEXT



GENERAL
WORKPLACE
CULTURE



SOME IDEAS AND
PRACTICES



Burnout

- Feelings of energy depletion or emotional exhaustion
- Increased mental distance from one's work and negative or cynical feelings toward one's work
- Reduced sense of efficacy at work

Source: American Psychological Association

Burnout Has a Negative Impact on Organizations

- Higher turnover
- Absenteeism
- Low Productivity with Lower Quality of Work
- Decreased Morale
- Weakened Communication and Collaboration
- Reduced Empathy and Concern for clients
- Reduced Commitment to the Organization
- Disbelief in Provider Effectiveness

Burnout as a
Result of
Relationship
between Worker
and Workplace



Previous Trainings

April 2021 (Part 1) & May 2021 (Part 2): "Understanding Vicarious Trauma... The Road to Resilience"

Presented by: Dr. Kirsten Vincent, CEO of Recovery Options Made Easy

Choosing a career in a helping profession is an honorable decision and often those who choose it, bear the burden of other people's trauma. Hearing trauma survivor's stories and witnessing traumatic events firsthand can affect advocates, health care professionals, police officers, lawyers, therapists, peers and others; it's called "vicarious trauma," and it can have a variety of negative effects. The toll of witnessing intense human experiences and emotions can contribute to a negative transformation of a helper's own sense of safety, and of being competent and purposeful. This workshop provides participants with the opportunity to examine their own experiences and become aware of the signs of both vicarious trauma and vicarious growth. Participants will have the opportunity to develop a personalized plan to repair negative effects, as well as, accelerate their resilience.

- [Vicarious Trauma Presentation](#)
- [Watch Part 1 Video](#)
- [Watch Part 2 Video](#)



Previous Trainings

May 23, 2023 "Self-Care: The Mind Body Connection"

Presented by: Melinda DuBois, MSW, Executive Director of Mental Health Advocates

How often do you take the time to practice your own self-care? Right now, rates of depression and anxiety have increased dramatically, and most of us are struggling. When it comes to wellness, we often think of the physical first, mental second, while the opposite is actually true. Studies have shown that one's mental health can directly affect a person's physical well-being. Learn about the stress cycle, meditation and mindfulness, and strategies to take care of yourself. Dedicate this hour out of your busy day to take care of yourself.

- [Presentation](#)
- [Handout](#)
- [Watch Video](#)

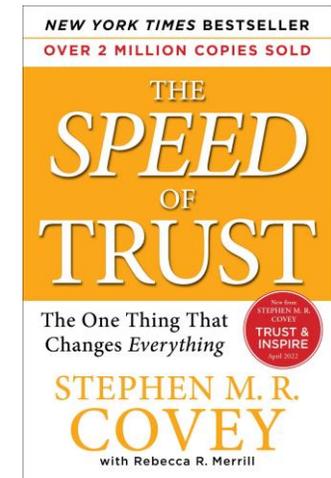
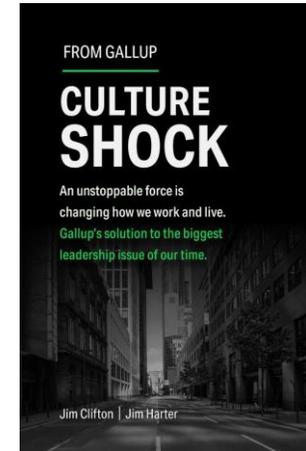
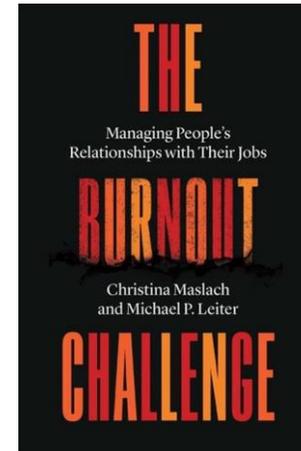


Resources

The Burnout Challenge: Managing People's Relationships With Their Jobs by Christina Maslach and Michael P. Leiter

Culture Shock by Jim Clifton and Jim Hartner

The Speed of Trust by Stephen M. R. Covey





What contributes to burnout?

Excessive workloads

Low levels of support

Having little say or control
over workplace matters

Lack of recognition or
rewards for one's efforts

Values incongruence

Interpersonally "toxic" and
unfair work environments



We All Have Efficacy

You can lead at any rank!

We can't be perfect, but we can be better

We co-create our environment by how we interact in it

It's not just what, but how, we do things that matters

Burnout as a relationship

Maslach and Leiter argues that to address burnout, we need to move from a person-focused model to one that looks at the relationship between the jobs and employees. This requires 3 shifts

1. What is wrong **in the relationship** between the person and situation?
2. **Both/And**: Both the person AND the context are contributing to this relational challenge
3. We need to focus more on **what's right with the relationship** (strengths-based, anyone???)



Employee Engagement

Many of the protective factors for avoiding burnout are the same for creating employee engagement:

Autonomy and Flexibility

Trust in leadership

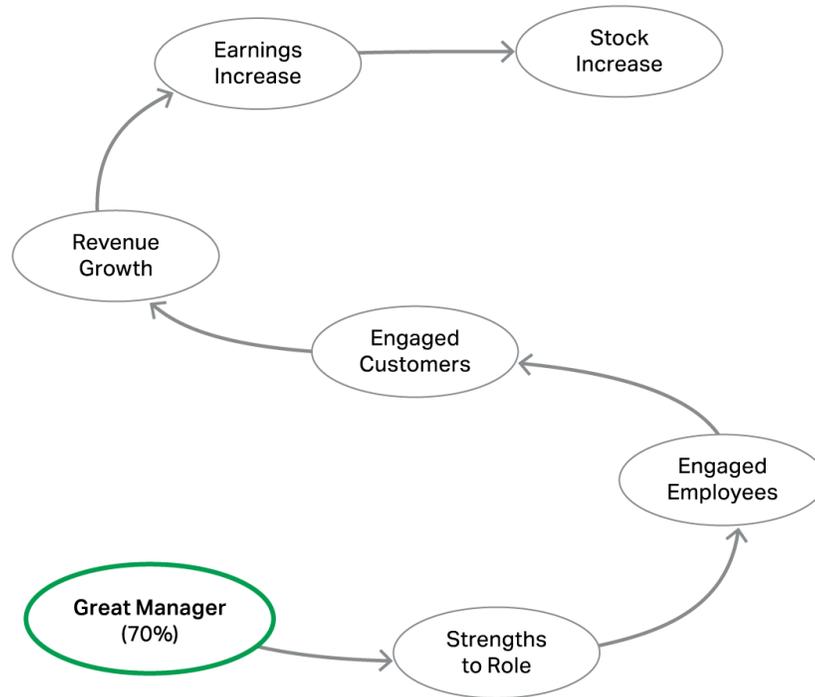
Transparency

Prioritizing employee well-being

Employee Engagement

The Gallup Path®

The role human nature plays
in financial outcomes

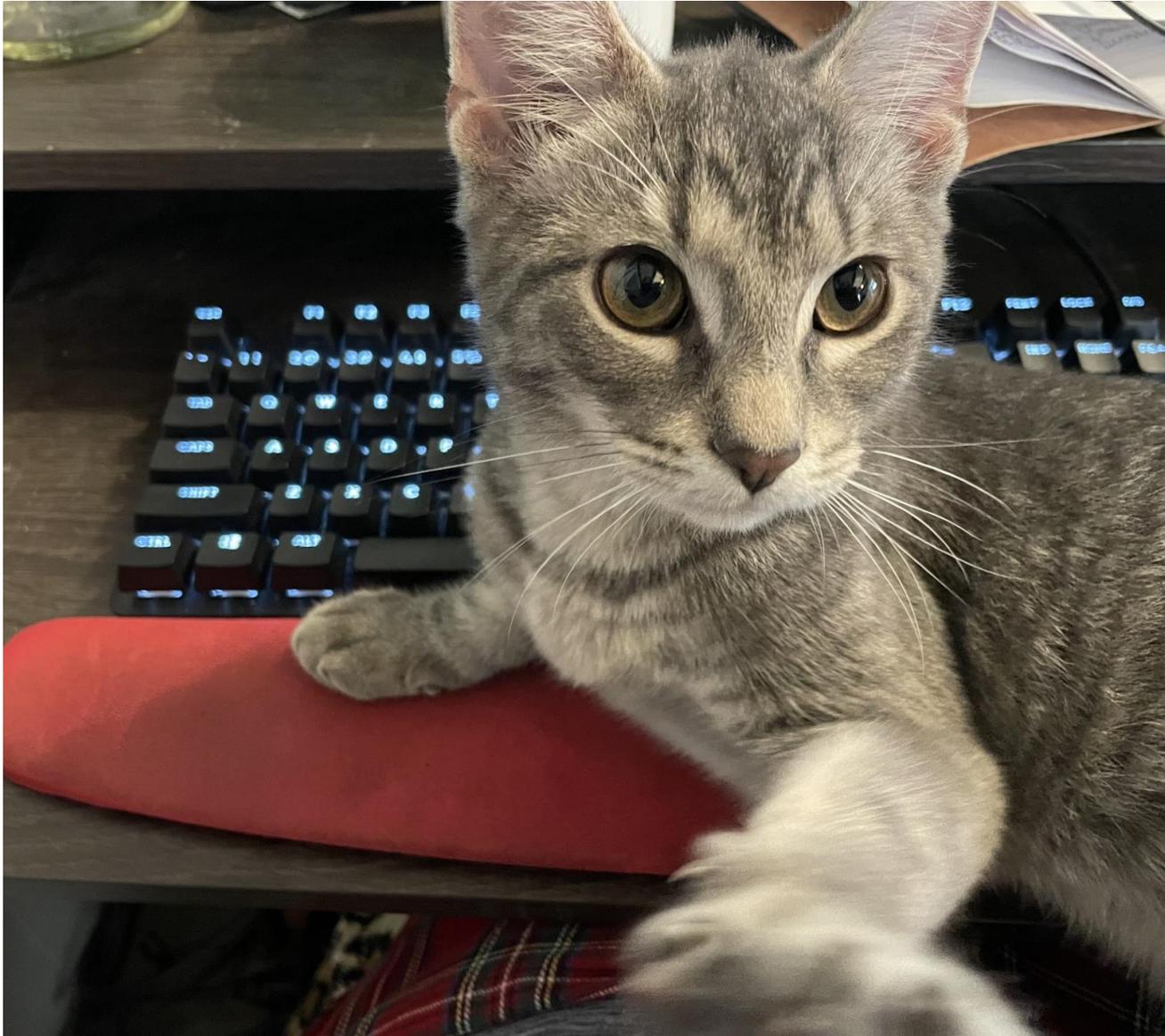


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The Good Stuff

1. Sustainable workload
2. Ample choice and control
3. Gratifying recognition and rewards
4. Supportive work community
5. Norms of fairness, respect, and justice
6. Well aligned values and meaningful work



Most people want to do a good job, and have a good time doing it.



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Model good boundaries among work and rest



Encourage your staff to take their paid time off

...Take your own paid time off

Look at processes – are there opportunities to simplify anything?

Do your members of your team notice opportunities to simplify things?

What can leaders do for sustainable workload?



How do we facilitate a sense of control?

Where you can be flexible with schedules, be flexible with schedules

Where you can be flexible with how the task is completed, be flexible with how the task is completed

Focus on results, not process

Avoid micromanagement



Recognition and Rewards

This field is hard! How much can you facilitate a sense that it is worth it?

- Making sure people on your team feel seen

- Thank you notes

- Note incremental progress

- Celebrating successes

- Fair compensation (if you're able to influence that)



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Everyone creates a successful team

Source: *The Five Dysfunctions of A Team* by Patrick Lencioni

Culture

Beliefs people hold about reality

Norms that guide behavior

Values that orient moral commitments

Symbols through which these beliefs, norms, and values are communicated

Workplace Culture

Gallup found employees who were engaged described their organizational culture as:

Friendly

Supportive

Collaborative

Integrity

Workplace Civility

Awareness: understanding the work your colleagues are doing and how it contributes to the whole

Acknowledgement: Gestures of recognition (words, nods, etc.) pertaining to that awareness

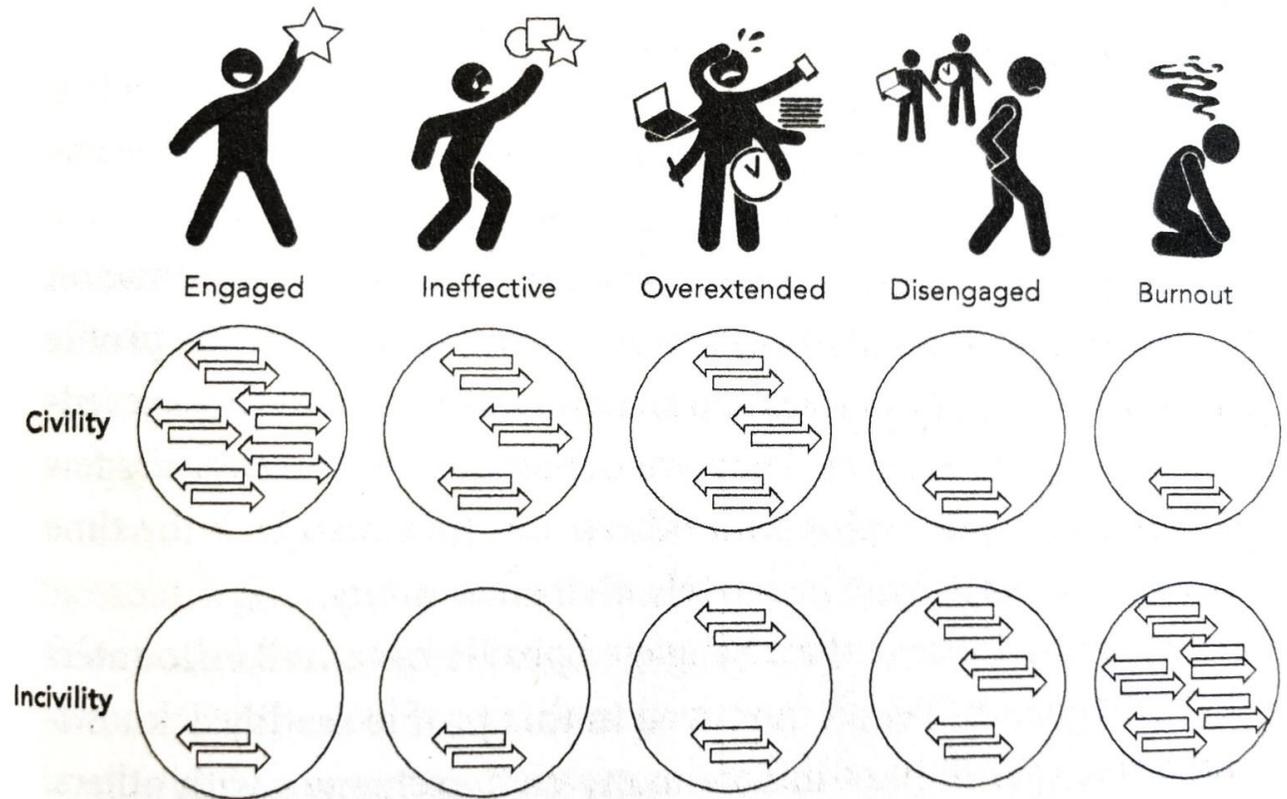
Acceptance: gestures of belonging towards coworkers in the workplace – including them in on meetings their role should be included in

Appreciation: giving credit to people for the work they are doing in a positive way

Accommodation: An acted-on willingness to inconvenience oneself to assist another colleague

Relationship between civility, engagement, and burnout

p. 135, *The Burnout Challenge*



Trust

Trust is the foundation of all relationships, regardless of the type

Trust is a function of **character** and **competence**

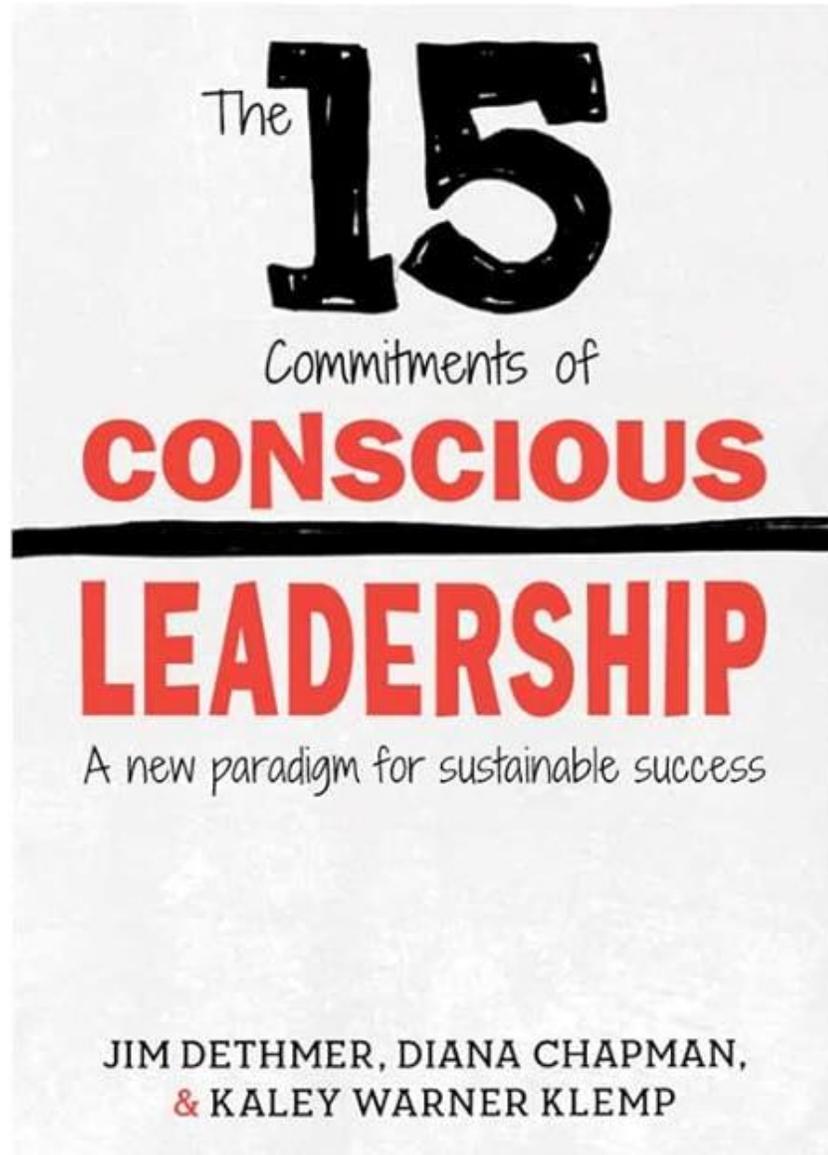
Character includes integrity and intent

Competence includes capabilities (talents, attitudes, skills, knowledge, style) and results.

13 Behaviors of High Trust Leaders

- | | | |
|-----------------------------|------------------------|-------------------------|
| 1. Talk Straight | 2. Demonstrate Respect | 3. Create Transparency |
| 4. Right Wrongs | 5. Show Loyalty | 6. Deliver Results |
| 7. Get Better | 8. Confront Reality | 9. Clarify Expectations |
| 10. Practice Accountability | 11. Listen First | 12. Keep Commitments |
| | 13. Extend Trust | |

Source: *The Speed of Trust*, by Stephen M. R. Covey



Gossip – Key indicator of Unhealthy Organizational Culture

Undermines collective trust

Undermines a sense of belongingness

Wastes time and emotional energy

Makes it more challenging to discern accurate information

When is it not gossip?

Is the goal of the conversation to have a positive, caring outcome for the person you are discussing?

Would you be willing to talk about them directly and in exactly the same way to their face (as a way to gauge if you are speaking respectfully)

But

Are you trying to get someone “on your side?”

Are you trying to negatively influence someone’s opinion or relationship to someone else?



Why do people gossip?

Make others wrong

Gain Validation

Control others

Gain attention

Divert attention

Avoid conflict

Avoid feeling or expressing authentic emotions

Create Pseudo-Alliances (a sense of belonging)

How to Move Past Gossip and Resolve Conflicts Directly

Separate the **Fact** from the **Story**

The **Facts** are inarguable – what would a video camera have captured, the objective description, reality, black and white

The **Story** is arguable – opinions, beliefs, judgements, interpretations, motivations, and assumptions

Moving past gossip requires speaking directly and reconciling the stories.

Approach the story from a place of curiosity, not from trying to affirm you're right.

How to Move Past Gossip and Resolve Conflicts Directly

The key is direct communication!

1. Affirm a meaningful relationship
2. Establish a time to talk
3. “The specific facts are...” – lay out the objective parts of the conflict
4. “I interpreted this as” – describing the story
5. “I feel” (emotions)
6. “My part in this is...” – maybe as simple as “I didn’t approach you directly”
7. “I specifically want...”

How to Move Past Gossip and Resolve Conflicts Directly

How you respond matters a lot!

1. “What I hear you say is” – Active listening
2. “Is that accurate?” Check in to make sure you’re understanding what they are saying
3. “Is there more?”
4. “Are you clear on this?”

What if your team is gossiping?

Don't participate
in it

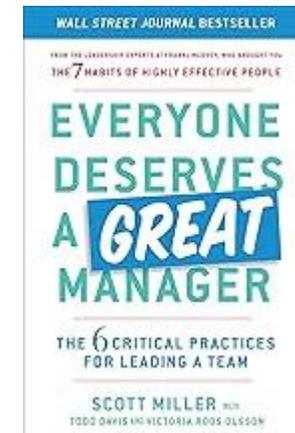
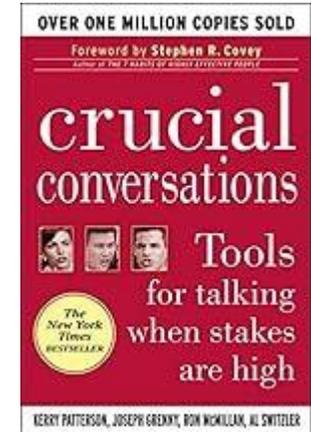
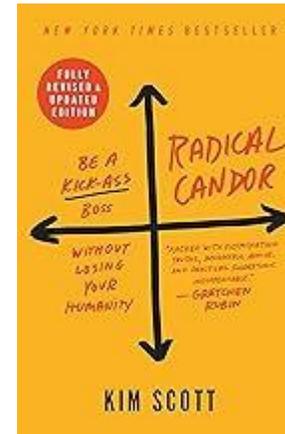
Facilitate a norm
of direct conflict
resolution

Other Resources about Direct Communication

Radical Candor by Kim Malone Scott

Crucial Conversations by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler and Emily Gregory

Everyone Deserves a Great Manager by Scott Miller





How to create a supportive workplace culture?

Explicit expectations about respect, collaboration, and direct communication

Being OK with conflict and ensuring it's facilitated in a mutually respectful way

Showing your colleagues and team that you care about them personally



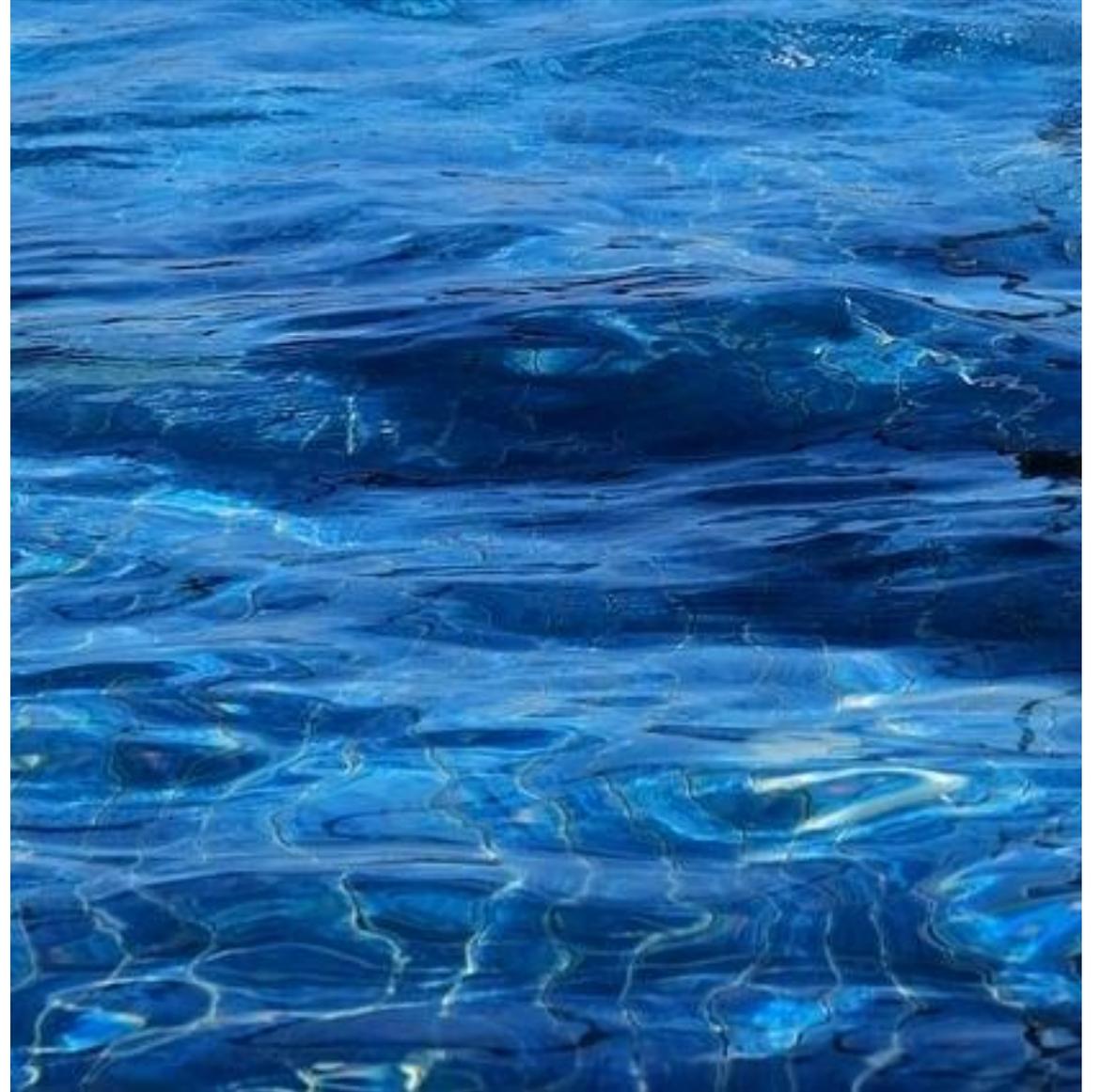
Everyone has an impact on the relationship between worker, work, and workplace



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Questions?



Thank you!

