



Burnout Is Real

How Leaders Can Spot It – And Take Action

Dr. Lynn Bursell, Ed.D., Ed. S., LCMHC, Senior EAP Counselor
Genevieve Habeck, Director of Education and Business Development



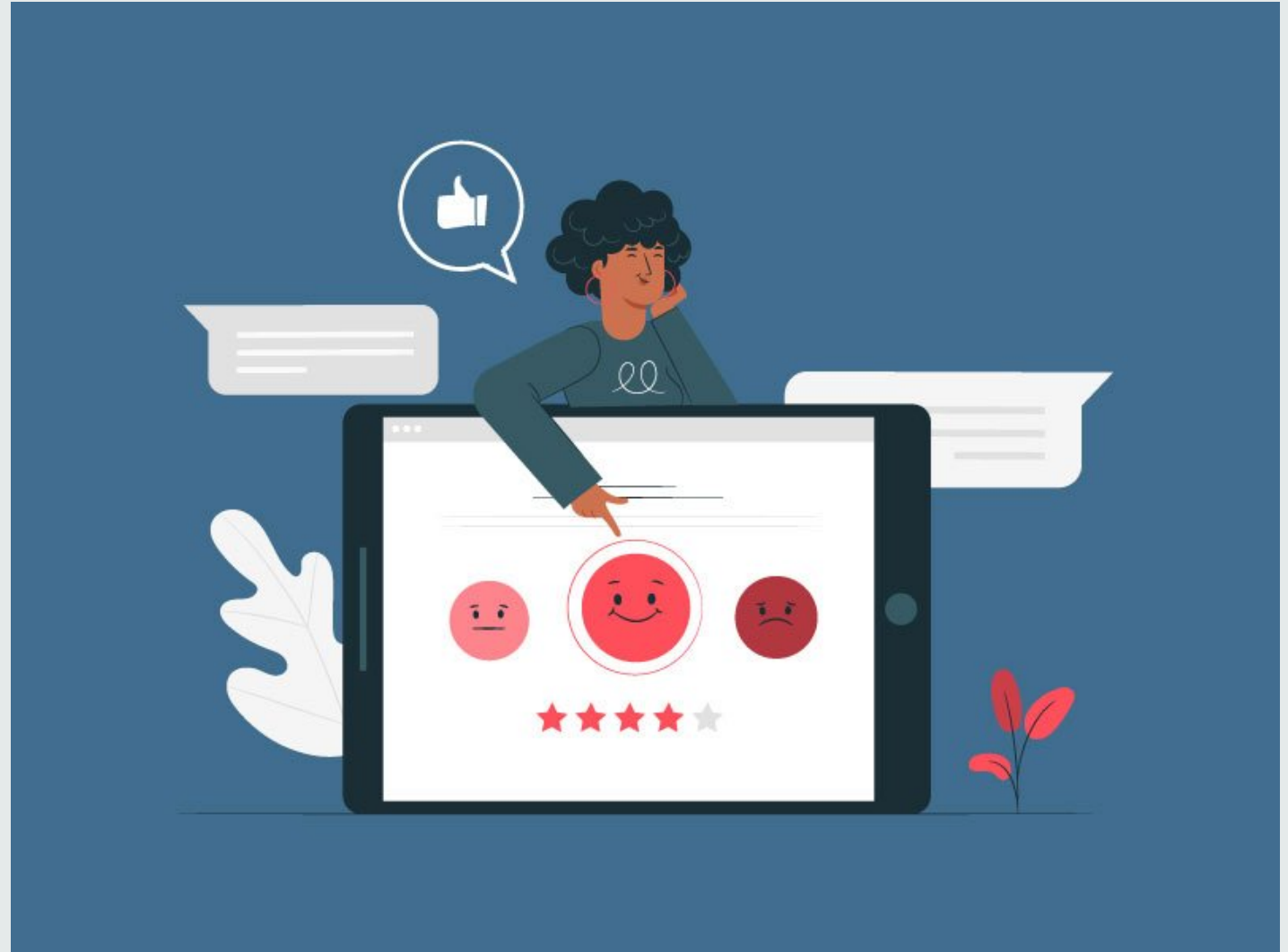
Agenda for the morning

- I. Setting Intentions and Ask the Audience
- II. Defining Burnout, Its Symptoms, and Its Dangers**
- III. The Five Stages of Employee Burnout**
- IV. How Leaders Can Talk About it And Effect Change**
- V. Burnout Recovery Conversation Guide
- VI. Questions and wrap-up

Ask the Audience

Which element of your own wellbeing needs your time and attention?

- Physical (exercise, sleep, nutrition)
- Emotional (good boundaries, taking time for yourself)
- Mental (resiliency, stress reduction)
- Spiritual (gratitude practice, meditation, or religious community)



WHAT IS REAL BURNOUT?

- Burnout is truly a **mental health issue**
- As the pandemic lingers, **employee exhaustion is at historic levels**: more than 70% of employees reported being burnt out

Workplace burnout is commonly defined as **extreme physical and emotional exhaustion** that results in feelings of extreme fatigue or **frustration, causing staff to become disengaged, unmotivated, and even cynical about their work.**

IT CAN HAPPEN TO ANYONE

Burnout is more likely when employees:

- Expect too much of themselves
- Never feel that the work they are doing is good enough
- Feel inadequate or incompetent
- Feel unappreciated for their work efforts
- Lack of independence or autonomy in the workplace
- Lack of adequate staff to do the work
- *Fill in your own observations in the chat:* _____

So what does
this mean for
your
workplace?

#1: Train your
leaders!

Many employees will stay at their job, even after experiencing increasing levels of burnout

This means supervisors or colleagues are often the first ones to know

Leaders and managers need to go straight to the **root source** of the **extreme pressures**

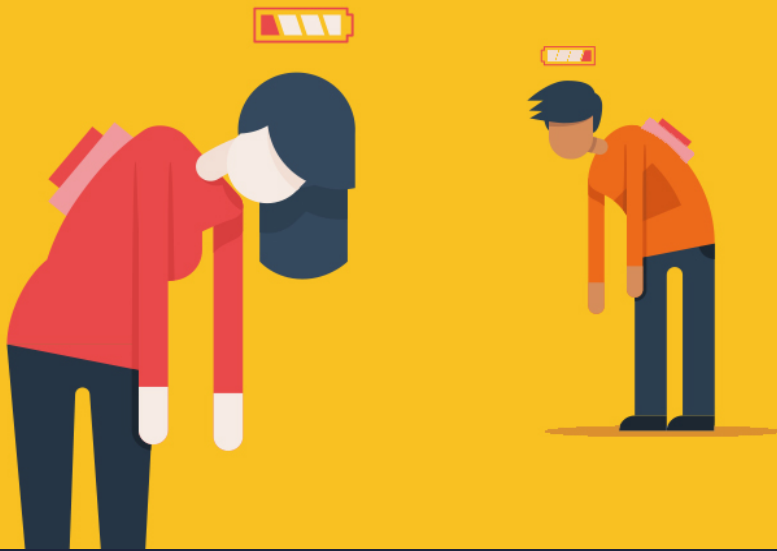


Actual Burnout looks like:



If left
unaddressed,
burnout can
result in...

- Increased **risk of accidents**
- **Poor physical health**
- Increased turnover, perhaps with **employees growing resentful** and staying too long
- **Sharply decreased workplace morale**
- **Clinical depression**
- The employee becoming **vocal about their grievances** to the point of termination



The Five Stages of Employee Burnout



#1 Honeymoon

- Readily accepting **additional responsibilities**, especially without an increase in title or pay
- Perhaps feeling that **something is off**, but dismissing it
- Desire to **prove oneself** and go beyond their normal limits
 - A state of **constant alertness**

#2

Stress Onset ("The Balancing Act")



- *Harder time focusing or staying awake*
- *Feelings of lethargy or anxiety about "looming work"*
 - *Sleep disturbances*
 - *Escapist activities of choice*
- *Beginnings of forgetfulness or headaches*



#3

Chronic Stress or Constant Anxiety

- *Chronic **inability to concentrate***
- *Severe **decrease in productivity** and performance*
- *Physical symptoms often arise (**illness, migraines, tightness in the chest**)*
- *Loss of emotional moderation, often leading to **sadness, resentment, or even anger***

#4

True Burnout



- *Feeling empty inside*
 - *A pessimistic outlook on work and life*
 - *Physical symptoms intensify and/or increase*
 - *Self-doubt and cynicism*
- *Often people have a desire to move away from work or friends/family*



#5

Enmeshment

- Symptoms are so embedded that many experience a **significant ongoing mental, physical or emotional problem**
 - Complete **neglect of personal needs**
 - **Obsession** over problems at work or in life
 - Feelings of desperation or being **“trapped”**
- Will require intervention and likely **medical/psychiatric care**

The Lies We Tell Ourselves

(and that your employees may tell themselves)

- I am fine; everyone feels this level of stress
- I just need a good weekend or short vacation
- I can do this
- You don't understand
- If I tell anyone, I will have failed
- I don't need to ask for help

One solution? *Be as kind to yourself as you are to other people.*



How Can Leaders Acknowledge
and Change This?



Start with compassion, empathy, and active listening

- Discuss their feelings and solutions with an open mind
- Listen without trying to fix

REAL-LIFE STEPS TO EFFECT CHANGE

Actively work to **mitigate overwhelming workloads**

- Create a space for employees to feel comfortable talking about their workload; be **proactive** in assessment

Provide **clear expectations** for all employees

- Also ensure that each employee **understands** those expectations and has the resources and skills to meet them

Help employees understand their **value to the organization** and their **contributions**

- Create a system of **celebrating each staff person in a unique way**; give high performers choices about their work

REAL-LIFE STEPS TO EFFECT CHANGE, CONT'D

Take mental health very seriously

- **Enforce reasonable work hours**, including asking staff to leave or log off at the end of the day; insist they take lunch breaks and PTO; support physical activity in the workday

Set a good example!

- Employees internalize the lack of work/life balance or high-pressure environment. **Managers must lead by taking breaks** and setting their own boundaries.

Engage the employee in developing solutions

- Talk to each one of them; **distribute workloads carefully**; consider an employee survey; **empower them** to take control of their schedule and help enforce it

BURNOUT RECOVERY CONVERSATION GUIDE

What will allow you to be successful at your job and still have energy at the end of the day?

Are there current tasks on which you would like additional training?

How often would you like to receive feedback that recognizes your contribution?

What else might you need from me or the organization to support your success at work?

Contact us!

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