



OCCUPATIONAL BURNOUT

The Science Behind Stress in the Workplace



STRENGTHENING THE WORK-LIFE BARRIER

Think about the **behaviors** (the things you do), **beliefs** (what you think is true), and **conditions** (your circumstances) that create gaps in the barrier between your work and personal life. Consider ways you can strengthen those gaps. The sample chart listed on page 2 provides examples for you.

| | BEHAVIOR <i>(Things you do)</i> | | BELIEFS <i>(What you think is true)</i> | | CONDITIONS <i>(Your circumstances)</i> | |
|------------------|------------------------------------|-------------------|--|-------------------|---|-------------------|
| | <i>Gap</i> | <i>Strengthen</i> | <i>Gap</i> | <i>Strengthen</i> | <i>Gap</i> | <i>Strengthen</i> |
| WORK LIFE | | | | | | |
| PERSONAL LIFE | | | | | | |

SAMPLE CHART: Below is a completed chart for reference.

| | BEHAVIOR <i>(Things you do)</i> | | BELIEFS <i>(What you think is true)</i> | | CONDITIONS <i>(Your circumstances)</i> | |
|----------------------|---|--|---|---|---|---|
| | <i>Gap</i> | <i>Strengthen</i> | <i>Gap</i> | <i>Strengthen</i> | <i>Gap</i> | <i>Strengthen</i> |
| WORK LIFE | <ul style="list-style-type: none"> - I say "yes" to more work, even when under pressure, and often find myself spending a lot of time on unimportant tasks. - I don't take enough breaks during work to recharge. | <ul style="list-style-type: none"> - I will prioritize tasks and stop spending time on less relevant things. - I will take sufficient breaks during work to restore energy from previous efforts. | <ul style="list-style-type: none"> - "I have to keep working until all my tasks are done." - "My work needs to be perfect every time." - "Not finishing things in time is my worst nightmare." | <ul style="list-style-type: none"> - "There is only so much you can do on a workday." - "Not everything I do has to be perfect." - "The world will keep on turning when I will not finish things in time." | <ul style="list-style-type: none"> - I often don't have enough time to finish my tasks. - I don't have the opportunity to use my strengths at work. - I get frustrated easily with my work colleagues. | <ul style="list-style-type: none"> - When I prioritize, I have enough time to finish tasks. - I will discover ways to use my strengths at work. - I will focus on the ways I build positive relationships at work. |
| PERSONAL LIFE | <ul style="list-style-type: none"> - I take work-related calls and check emails at home. - I stay up late and feel tired in the morning. - I eat an unhealthy diet and do not exercise regularly. | <ul style="list-style-type: none"> - I will not take work-related calls or check work-related texts and emails. - I will make sure to have a sufficient amount and quality of sleep. - I will eat more healthily and exercise more often. | <ul style="list-style-type: none"> - "If I take too much time off, then I will be less productive." - "I have to make myself available around the clock, even when I'm at home, for work-related issues." | <ul style="list-style-type: none"> - "I will be more productive at work when I take enough rest at home." - "I don't have to be available around the clock for work." | <ul style="list-style-type: none"> - I don't spend time with friends. - I don't have hobbies or activities that bring me joy. - I don't have enough time to recharge my batteries when I'm at home. | <ul style="list-style-type: none"> - I have good friends to spend time with. - I will make more time for hobbies and activities that bring me joy. - I will make time to replenish my resources when I'm at home. |

ENERGY MANAGEMENT AUDIT

Are you headed for an energy crisis?

Instructions: Check any of the statements that represent your usual daily actions.

BODY

- I frequently skip breakfast, or I settle for something that isn't nutritious.
- I often wake up feeling tired and rarely get at least seven to eight hours of sleep.
- I don't take regular breaks during the day to renew and recharge (e.g., I often eat lunch at my desk, if I eat it at all).
- I could work out more often (i.e., I do less than three cardiovascular exercise sessions per week, and strength training at least once a week).

EMOTIONS

- I don't feel like I have enough time with my family and loved ones. When I'm with them I often feel like my thoughts are distracted on other things such as work.
- I could express my appreciation to others and/or savor my own accomplishments and blessings more frequently.
- I often find myself feeling irritable, impatient, or stressed at work, especially when work is demanding.
- I have too little time for the activities that I deeply enjoy.

MIND

- I regularly work in the evenings or on weekends, and I almost never take an e-mail-free holiday.
- I have difficulty focusing on one thing at a time, and I am easily distracted during the day (e.g., distracted by e-mails, etc.)
- I don't take enough time for strategizing, reflection, and creative thinking.
- I spend much of my day reacting to immediate demands and crises, rather than focusing on activities with longer-term value.

SPIRIT

- My decisions at work are more often influenced by external demands than by a strong, clear sense of my own purpose.
- I don't invest as much time and energy as I would like to into making a positive difference to others or to the world.
- There are significant gaps between what I hold to be most important in my life and how I actually allocate my time and energy.
- I don't spend enough time at work doing what I do best and enjoy most.

SCORING GUIDE

To determine how your overall energy rating is, total the number of statements checked:

0–3: Excellent energy management skills

4–6: Reasonable energy management skills

7–10: Significant energy management deficits

11–16: A full-fledged energy management crisis

WORKLOAD PLANNING GUIDE

Identify Low-Impact Tasks/Functions

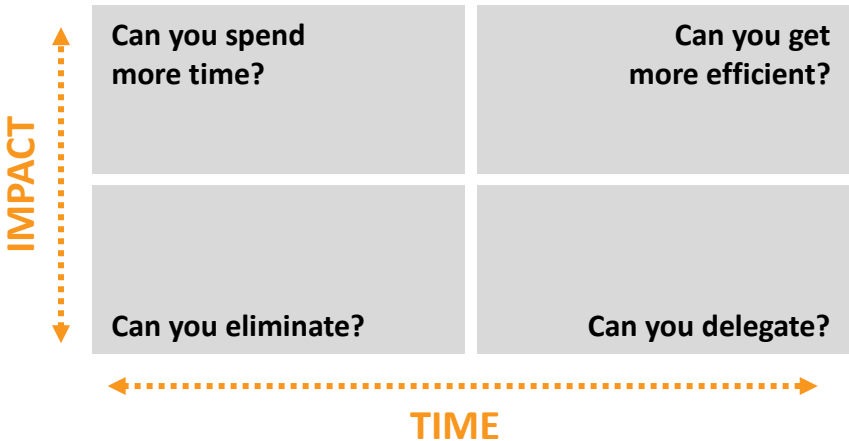
First, list a few tasks that you need to complete this upcoming week. Describe them as specifically as possible and then answer the four questions in the boxes below.

| TASK #1 | |
|---|--|
| Task/Function Description: | |
| How impactful is this activity to the organization? <ul style="list-style-type: none"> <input type="checkbox"/> It contributes significantly. <input type="checkbox"/> It contributes moderately. <input type="checkbox"/> It contributes in a small way. <input type="checkbox"/> It has no impact. <input type="checkbox"/> It has a negative impact. | How essential is this task? <ul style="list-style-type: none"> <input type="checkbox"/> It's a top priority. <input type="checkbox"/> I need to do it today. <input type="checkbox"/> I'd like to do it today. <input type="checkbox"/> I'll get to it if time allows. <input type="checkbox"/> I can drop it now. |
| How much personal satisfaction do you get from the task? <ul style="list-style-type: none"> <input type="checkbox"/> It's one of the best parts of my job. <input type="checkbox"/> I enjoy it. <input type="checkbox"/> It has good and bad points. <input type="checkbox"/> I find it somewhat tiresome. <input type="checkbox"/> I dislike it. | How easily could you outsource or hand off this activity? <ul style="list-style-type: none"> <input type="checkbox"/> Only I (or someone senior to me) can handle it. <input type="checkbox"/> It's best done by someone with my skills. <input type="checkbox"/> Structured properly, it could be handled by a subordinate. <input type="checkbox"/> Could easily be handled by a subordinate or outsourced. <input type="checkbox"/> It could be dropped altogether. |

| TASK #2 | |
|---|--|
| Task/Function Description: | |
| How impactful is this activity to the organization? <ul style="list-style-type: none"> <input type="checkbox"/> It contributes significantly. <input type="checkbox"/> It contributes moderately. <input type="checkbox"/> It contributes in a small way. <input type="checkbox"/> It has no impact. <input type="checkbox"/> It has a negative impact. | How essential is this task? <ul style="list-style-type: none"> <input type="checkbox"/> It's a top priority. <input type="checkbox"/> I need to do it today. <input type="checkbox"/> I'd like to do it today. <input type="checkbox"/> I'll get to it if time allows. <input type="checkbox"/> I can drop it now. |
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Consider Time vs. Impact

Second, considering the tasks listed above, where might you “plot” them on the graph below. Which tasks should you keep doing, but should be spending more time on? What should you keep doing, but look for ways to do more efficiently? Are there any tasks that you can eliminate, or share with your team? Consider which tasks can be eliminated, which can be delegated, and which could be redesigned?




Eliminate


Delegate/Distribute

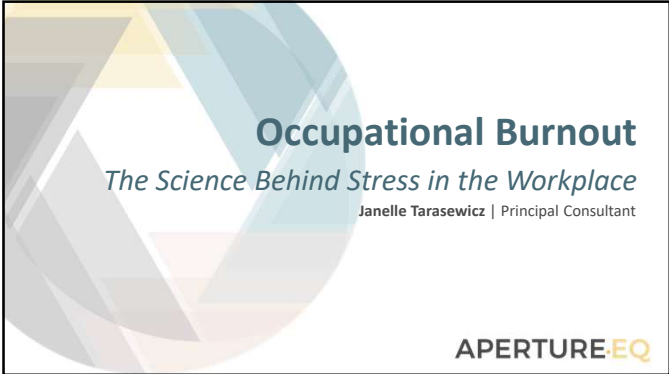

Redesign

Prepare to Delegate or Distribute

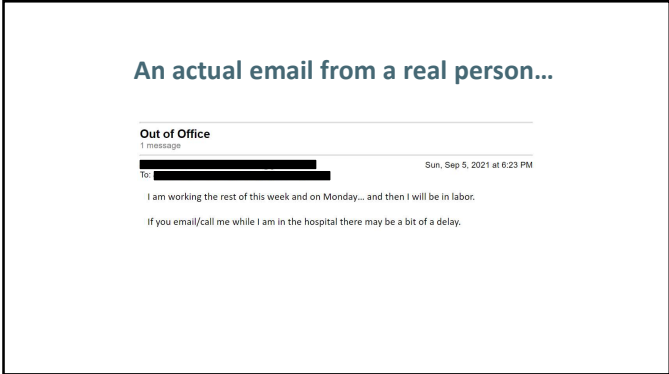
Before you delegate the assignment, consider the following components. This will help you communicate the work and track the assignment.

| TASK #1 | |
|--|---|
| Description of Task/Project: | |
| Needed Skills & Knowledge: | |
| Expectations & Outcomes: | |
| Measurements/goals: | |
| Level of Authority & Control: | |
| Monitoring (Check Points): | |
| Delegate/distribute: | <ul style="list-style-type: none"> • Assign to: • Employee’s skills & knowledge: • Employee’s interests: |

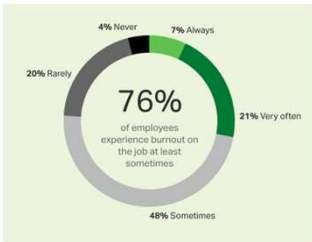
| TASK #2 | |
|--|---|
| Description of Task/Project: | |
| Needed Skills & Knowledge: | |
| Expectations & Outcomes: | |
| Measurements/goals: | |
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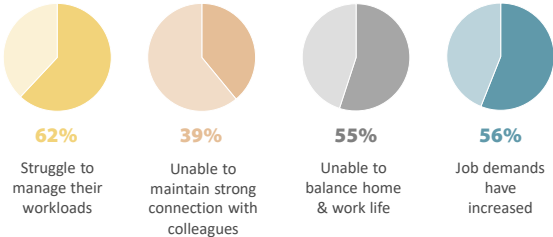


Please indicate how often the following is true for your job:
"You feel burned out at work."



Gallup, 2020

The Global Burnout Problem



FOCUS

- 01 The Science of Stress
- 02 Occupational Burnout
- 03 Managing Personal Pressure
- 04 Managing Organizational Pressure
- 05 The Role of Senior Leadership

01
The Science of Stress

Symptoms of Stress
Physical, Cognitive, Emotional

- Digestive problems
- Headaches
- Muscle tension and pain
- Heart disease
- Heart attack and stroke
- Weakened immune system
- Memory impairment
- Concentration issues
- Anxiety
- Depression
- Sleep problems
- Weight gain
- Heartburn
- High blood sugar
- High blood pressure
- *Just to name a few...*

Stress Begins in the Brain



Amygdala Detects Threats

- Located within the limbic system, the amygdala's role is to **detect and assess potential threats**
- The amygdala notifies the hypothalamus, which then **triggers the fight or flight response**

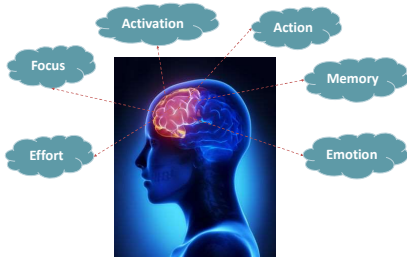


Fight or Flight Response

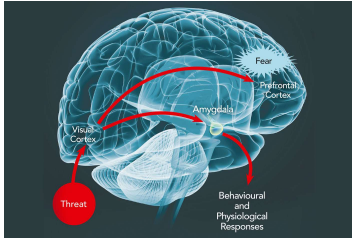


- The hormone **epinephrine** (aka, adrenaline) floods the blood and initiates a number of short-lived physiological changes.
- This stress response impacts your ability to **think critically** and **use reasoning** to guide your behaviors.

Executive Functioning



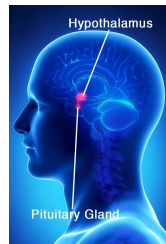
The Unconscious Bypass System



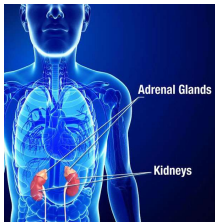
Our "Second Stress" System

• While short-term, adrenaline-driven stress responses are occurring, the **hypothalamus** activates a second "stress system."

• The hypothalamus and pituitary gland send signals to the adrenal glands to produce the hormone cortisol.



The "Stress Hormone" Cortisol



- Cortisol plays an important role:
 - Manages how body uses proteins, carbohydrates, and fats
 - Keeps inflammation down
 - Regulates blood pressure
 - Increases blood sugar (glucose)
 - Controls sleep/wake cycle
 - Boosts energy and restores balance

• Burnout as "adrenal fatigue"

Acute vs. Chronic Stress

- **Acute (short-term) stress** can benefit the brain; stress causes brain to produce hormones that boost ability to learn and remember, increases motivation, etc.
- **Chronic (long-term) stress** is linked to a wide range of cognitive, emotional, and physical consequences.
- For employers, there are important **implications regarding worker's comp claims, accommodations, safety issues**, etc.

Individual Perceptions of Stress

- Stress is anything a person **perceives** to be a threat.
- Threat perception can vary widely from one person to the next and it **determines the intensity and duration** of the body's many stress-related reactions.

There can be a big difference between what you perceive and what threat actually exists, but the difference is arbitrary when it comes to the body's response.

Brain-Body Connection



Symptoms of Stress

Physical, Cognitive, Emotional

- Digestive problems
- Headaches
- Muscle tension and pain
- Heart disease
- Heart attack and stroke
- Weakened immune system
- Memory impairment
- Concentration issues
- Anxiety
- Depression
- Sleep problems
- Weight gain
- Heartburn
- High blood sugar
- High blood pressure
- *Just to name a few...*

02

Occupational Burnout

A Quick History

Psychological and physical stress has been studied for decades, a few highlights...

- In 1930s, Hans Selye (Hungarian-Canadian endocrinologist) was the first scientist to identify "stress" as underpinning signs and symptoms of illnesses
- In 1974, Herbert Freudenberger (American Psychologist) attributed with coining the word "burnout"
- In 1976, Christina Maslach (American Social Psychologist) popularized the concept of occupational burnout and pioneered the continued research on the topic

ICD-11 Coding and Why it Matters

- The *International Statistical Classification of Diseases* (ICD) is maintained by the World Health Organization (WHO)
- World Health Organization (WHO) includes "Burnout" in the 11th Revision of the ICD as an **occupational syndrome**
- ICD is used worldwide to research and classify different diseases, conditions, and syndromes
- In the U.S., ICD codes are used for insurance billing purposes
- Implications with how employers provide accommodations

A Shifting Perspective

From being an individual issue...

- ICD-10 | Burnout Z73.0
- Persons encountering health services in other circumstances
 - Problems related to **life-management difficulty**
 - Burnout Z73.0 – "State of vital exhaustion"

A Shifting Perspective

... to being an occupational issue

- ICD-11 | Burnout QD85
- Factors influencing health status or contact with health services
 - Problems associated with **employment or unemployment**
 - Burnout QD85 – "Burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed."

Burnout as Defined in Revised ICD-11

Burnout 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. A sense of ineffectiveness and lack of accomplishment.

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

Simply Put...

- **Burnout** emerges when the demands of a job outstrip a person's ability to cope with the stress.
- Ultimately, **burnout** results when the balance of deadlines, demands, working hours, and other stressors outstrips rewards, recognition, and relaxation.



Burnout occurs when an individual experiences too much stress for a prolonged period. The employee is left feeling mentally, emotionally, and physically exhausted. Not only that, they are less productive at work, show reduced concern for others, and are more likely to miss work.

Susan D. Moffatt-Bruce
MD, PhD, MBA

Early Predictors of Burnout

The following factors are recognized as early predictors of burnout:

- *Job demands* that exceed human limits.
- *Role conflict* leading to a perceived lack of control; being under pressure from several, often incompatible, demands that compete with one another.
- *Insufficient reward and lack of recognition* for the work performed, devaluing both the work and the worker.
- *Lack of support* from the manager or team, consistently associated with exhaustion.
- *Work perceived as unfair or inequitable*, caused by an effort–reward imbalance.
- *Relationship between the individual and the environment* leading to feelings of imbalance or a bad fit. (Such incongruity connects with excessive job demands and unfairness at work.)

(Maslach & Leiter, 2008)

Brain-Body Connection

The following feelings, physical complaints, and thought patterns accompany stress and manifest in the workplace:

- **Feelings:** tired, irritable, distracted, inadequate, and incompetent.
- **Physical:** muscular aches and body pain, headaches, increased or reduced appetite, weight change, and nausea.
- **Emotional:** feeling trapped, hopeless, and depressed.
- **Mental:** poor concentration, muddled thinking, and indecisiveness.



(Bruce, 2009)

Warning Signs

How stress manifests in the workplace

- Relationship difficulties
- Increase in smoking and alcohol consumption
- Making careless mistakes
- Obstructive and uncooperative behavior
- Overspending
- Regularly arriving late to work
- Absenteeism
- Reduced goals, aspirations, and commitment
- Increased cynicism and apathy
- Poor treatment of others



It is often assumed that occupational burnout is caused solely by over-work. The common wisdom is to recover from burnout by working fewer hours. Take a vacation, take a day off, or even burn a sick day, just to survive...

Ben Wigert, Director
Research and Strategy of Workplace
Management at Gallup



Here's the reality... it's not just the number of hours you work; it's how you're managed and how you experience work during those hours.

Ben Wigert, Director
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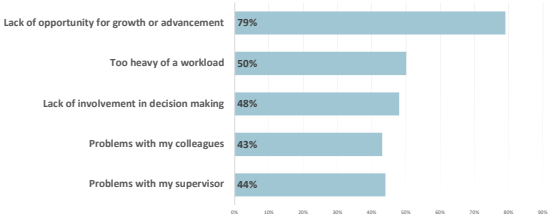
Individual and Organizational Issue



Factors in Our Work Environments

- Please indicate how strongly you agree or disagree with the following statements.
- My employer provides sufficient opportunities for me to be involved in decision making, problem solving and goal setting at work.
 - I receive regular feedback about my job performance.
 - Overall, I am satisfied with the growth and development opportunities offered by my employer.
 - The work I do is meaningful.
 - I know how my work contributes to the products or services of my organization.
 - Overall, I am satisfied with the employee recognition practices of my employer.
 - I have a positive relationship with my boss or supervisor.
 - I have a positive relationship with my co-workers.

Factors that Contribute to Occupational Burnout



03

Managing Personal Pressure

Seek Support!

Washington State Department of Health Crisis Lines



- Call 911 for a life-threatening emergency
- Call, text, or chat 988 to be connected to the National Suicide Prevention Lifeline (NSPL)
- If you are in crisis, you can call the National Suicide Prevention Lifeline 24 hours a day, seven days a week, at 800-273-8255. Press 1 for the Veterans Helpline.
- You could also get help by texting "HEAL" to the Crisis Text Line at 741741
- Copline is a 24/7 confidential hotline for law enforcement. Calls are answered by a peer support counselor. Contact by phone at 800-267-5463.
- Reach out to your human resources representative or Employee Assistance Program (EAP)

The mental health crisis lines listed above are available for all people in Washington regardless of your income or whether you have insurance or not.

Managing the Personal Pressure

- Eat a balanced healthy diet
- Get 7 to 8 hours of sleep each night
- Turn off the news or social media and get into nature
- Take advantage of annual leave
- Engage in regular cardiovascular exercise
- Reduce caffeine and alcohol intake
- Maintain a support network of friends, family, and colleagues
- Make time for rest, relaxation, and self-care
- Meditation or practice deep diaphragmatic breathing

Only Have a Quick Minute?

- Trigger a pressure point
- Slow your breathing
- Clear the clutter on your desk
- Think positive thoughts
- Drink tea
- Use essential oils

Psychological Detachment from Work

- Technology and remote work makes it possible to perform job tasks from anywhere and at any time, making it increasingly difficult to switch off and leave the stress of work behind.
- **Psychological detachment** from work refers to a state in which people mentally disconnect from job-related issues when they are away from work.

Psychological Detachment from Work

Ability to mentally detach oneself from work can:

- Assist recovery from work-related stress
- Reduce burnout and emotional exhaustion
- Improve well-being and overall life satisfaction
- Improve job satisfaction and goal achievement
- Reduce conflict between demands of work and family
- Improve relationships outside of work
- Decrease employee turnover
- Increase employee performance
- Lower incidences of lateness and absenteeism

Understanding the Work-Life Barrier

- Cultivating a solid barrier between work and personal life is imperative to psychological detachment.
- The absence of a strong barrier between the two roles may limit opportunities to recharge and unwind from work-related stressors.
- It's essential to identify the **behaviors, beliefs, and conditions** that create "gaps" in the work-life barrier.

The Myths of Work-Life Balance

- Work-life balance does not mean an equal balance of time spent on each area.
- Work-life balance is not defined by hours but by outcomes.
- Psychological detachment is not about caring less when away from work, it's about mentally switching off from work-related issues during off-time.

Work-life balance choices are different for each of us because we all have different priorities and lives.

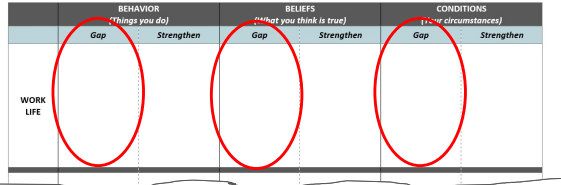
Strengthening the Work-Life Barrier

- Some **behaviors** (the things you do), **beliefs** (what you think is true), and **conditions** (your circumstances) make it easier to separate the two roles and leave the stresses of work behind at the end of the day.
- Certain behaviors, beliefs, and conditions can also create “gaps” in your work-life barrier, which weaken it and allow stressors from work to spill over to your private life.

When you know what weakens your work-life barrier, you can identify what is needed to fill these gaps and prevent work issues from spilling into your private life.

STRENGTHENING THE WORK-LIFE BARRIER

Think about the **behaviors** (the things you do), **beliefs** (what you think is true), and **conditions** (your circumstances) that create gaps in the barrier between your work and personal life. Consider ways you can strengthen those gaps. The sample chart listed on page 2 provides examples for you.



WORK LIFE | Identifying Gaps

| BEHAVIOR <i>(Things you do)</i> | BELIEFS <i>(What you think is true)</i> | CONDITIONS <i>(Your circumstances)</i> |
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| I don't take enough breaks during work to recharge. | "My work needs to be perfect every time." | I don't have the opportunity to use my strengths at work. |
| | "Not finishing things in time is my worst nightmare." | I get frustrated easily with my work colleagues. |

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|-----------|------------------------------------|--|---|
| | Gap | Gap | Gap |
| | Strengthen | Strengthen | Strengthen |
| WORK LIFE | | | |

WORK LIFE | Strengthen Barrier

| BEHAVIOR <i>(Things you do)</i> | BELIEFS <i>(What you think is true)</i> | CONDITIONS <i>(Your circumstances)</i> |
|--|---|--|
| I will prioritize tasks and stop spending time on less relevant things. | "There is only so much you can do on a workday." | When I prioritize, I have enough time to finish tasks. |
| I will take sufficient breaks during work to restore energy from previous efforts. | "Not everything I do has to be perfect." | I will discover ways to use my strengths at work. |
| | "The world will keep on turning when I will not finish things in time." | I will focus on the ways I build positive relationships at work. |

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| WORK LIFE | | | | | | |
| PERSONAL LIFE | | | | | | |

APERTURE·EQ | Janelle Tarasewicz | janelle@apertureEQ.com | 626.488.8719 | www.ApertureEQ.com

PERSONAL LIFE | Identifying Gaps

| BEHAVIOR (Things you do) | BELIEFS (What you think is true) | CONDITIONS (Your circumstances) |
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| I take work-related calls and check emails at home. | "If I take too much time off, then I will be less productive." | I don't spend time with friends. |
| I stay up late and feel tired in the morning. | "I have to make myself available around the clock, even when I'm at home, for work-related issues." | I don't have hobbies or activities that bring me joy. |
| I eat an unhealthy diet and do not exercise regularly. | | I don't have enough time to recharge my batteries when I'm at home. |

STRENGTHENING THE WORK-LIFE BARRIER

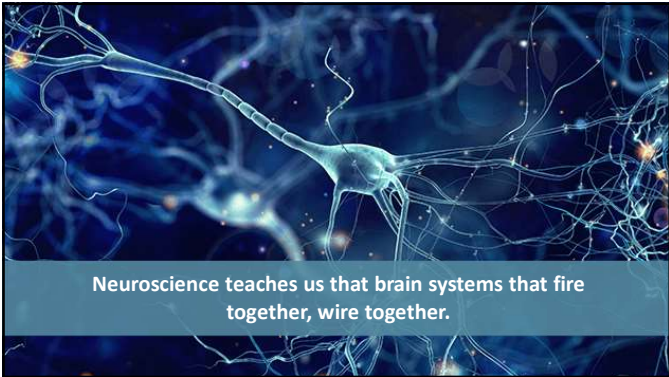
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| WORK LIFE | | | | | | |
| PERSONAL LIFE | | | | | | |

APERTURE·EQ | Janelle Tarasewicz | janelle@apertureEQ.com | 626.488.8719 | www.ApertureEQ.com

PERSONAL LIFE | Strengthen Barrier

| BEHAVIOR <i>(Things you do)</i> | BELIEFS <i>(What you think is true)</i> | CONDITIONS <i>(Your circumstances)</i> |
|--|--|---|
| I will not take work-related calls or check work-related texts and emails. | "I will be more productive at work when I take enough rest at home." | I have good friends to spend time with. |
| I will make sure to have a sufficient amount and quality of sleep. | "I don't have to be available around the clock for work." | I will make more time for hobbies and activities that bring me joy. |
| I will eat more healthily and exercise more often. | | I will make time to replenish my resources when I'm at home. |



DISCUSSION | Strengthening the Work-Life Barrier

- Discussion Topics:**
1. In what ways has this exercise changed how you think about your work-life balance?
 2. What was challenging about this activity?
 3. How might it feel to strengthen the barrier between your work and personal life?

In other words...

How are you prioritizing *your* needs?



04
Managing Organizational Pressure

A Team Challenge | Try the Idea On!

- The challenge of training in public service life...
 - Different disciplines (*first responders, office staff, field staff, etc.*)
 - Different shifts (*24/7, day shifts, graveyards, etc.*)
 - One person shops versus larger teams
- Try the idea on for size – *if it doesn't fit, then take it off!*
- Give yourself time to process, talk with your team to share ideas, and reach out to others in like-disciplines for support

Managing Organizational Pressure

- Understand that **burnout is a multi-faceted syndrome** and that using “burnout” as a synonym for “exhaustion” underrepresents the problem.
- Become aware and be able to discuss the symptoms and consequences of stress-related burnout, and **environmental factors that may exacerbate it.**
- Implement written policies and procedures to **identify and minimize stress-related burnout** and assure legal compliance with those efforts.

Dimensions of Chronic Job Stress

- **Exhaustion:** feelings of being emotionally overextended by work
- **Cynicism:** unfeeling and impersonal responses towards providing service, care, treatment or instruction
- **Professional Efficacy:** feelings of competence and successful achievement in one’s work

In Other Words...

- **Exhaustion:** “I can’t take it anymore.”
- **Cynicism:** “This is a socially toxic workplace.”
- **Professional Efficacy:** “I have no future here.”

Dimensions of Burnout in the Workplace

Research into burnout in the workplace recognizes employee well being through four dimensions:

- Work-life integration
- Employer care
- Work satisfaction
- Organizational respect

Balancing all four factors is essential to overall employee well being and reduces the likelihood of long-term and ultimately overwhelming pressure.

How is your cup being refilled?



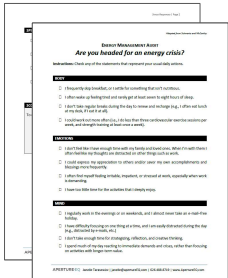
Strategies to Manage Burnout
Manage Energy, Not Time

- Energy is defined as the strength and vitality that develops our capacity for doing work.
- Energy is a renewable resource that can significantly enhance the efficacy of the time we do invest.
- For long-term sustainability, organizations need to shift emphasis from getting more out of people to *investing* more in them – so employees are motivated and ready to bring more of themselves to work.

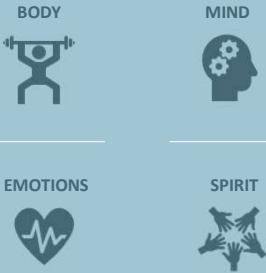
This is an important paradigm shift from a focus on efficiency to a focus on efficacy.

Energy Management Audit

- Check any of the statements that represent your usual daily actions.
- Add the number of statements selected.
- Review the scoring guide:
 - 0–3: Excellent energy management skills
 - 4–6: Reasonable energy management skills
 - 7–10: Significant energy management deficits
 - 11–16: A full-fledged energy management crisis




Energy Management




Energy Management

- Most organizations invest in developing employees' skills, knowledge, and competence.
- Few organizations *help build and sustain their capacity* – their energy – which is typically taken for granted.
- Greater capacity makes it possible to get more done in less time at a higher level of engagement – and is more sustainable long term.

BODY:
Physical Energy




- Poor nutrition, exercise, sleep, and rest habits diminish people’s basic energy levels – as well as the **ability to manage emotions and focus attention**.
- Fighting against natural/biological rhythms contributes to decreased energy levels.
- Understanding **ultradian rhythms** helps us better understand how to better manage our energy.
- Remedies include:
 - Prioritizing **personal health**
 - Taking **intermittent breaks** for renewal during work



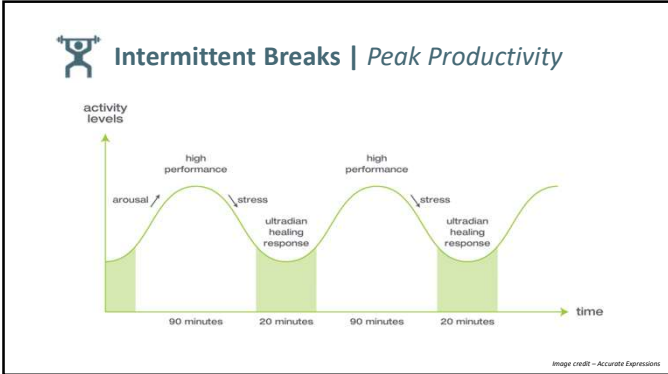
Intermittent Breaks

- Intermittent breaks for renewal result in higher and more sustainable performance.
- Even a few minutes to truly disengage from work and “change channels” can provide a great deal of renewal (e.g., listening to music, talking to a colleague about something other than work, walking up and down the stairs, etc.).
- The length of renewal is less important than the quality.



Intermittent Breaks | Ultradian Rhythms

- Ultradian rhythms are biological cycles that take place within 24 hours, which can include everything from heartbeat, to blinking, to digestion.
- Ultradian rhythms are approximately 90- to 120- minute cycles during which our bodies slowly move from high-energy state into physiological stress.
- Toward the end of each cycle, the body begins to crave a period of recovery.
- There are clear signals of an ultradian slump – physical restlessness, yawning, hunger, and difficulty concentrating... *but we often ignore the signals and keep working.*



“


While breaks are countercultural in most organizations and counterintuitive for many high achievers, their value is multifaceted.

— Schwartz and McCarthy
Harvard Business Review


Value of Taking Breaks

- Following a similar pattern to our ultradian rhythms is integral for lowering fatigue and maximizing productivity.
- Rather than trying to force productivity, you’re following your body’s natural energy levels.
- It’s about putting your energy into “productivity blocks” for maximum concentration during upswings and then giving yourself interval periods of “chill time” during ebbs.

MIND:
Focus of Energy




- Many leaders view multitasking as a necessity due to the demands they need to juggle, but it actually undermines productivity.
- Distractions are costly – a temporary shift in attention from one task to another increases the amount of time necessary to finish the first task by as much as 25%.
- It's more efficient to work in "ultradian sprints" and fully focus for 90 – 120 minutes and then take a true break.
- Remedies include:
 - Discussing "norms" on your team for how often you check emails (e.g., only at 9:00 am and 3:15 pm)
 - Avoid multitasking (e.g., context switching)




The Myth of Multitasking

- Multitasking (or *context switching*) involves shifting your attention between different and unrelated tasks.
- Historically, multitasking has been viewed as a positive thing because it makes people feel like they're being more productive, but it only leads to distractions that leave you constantly sidetracked.
- The *context switching penalty* is the additional cognitive load your brain needs to process when moving from one task to another.
- Studies highlight that it takes on average anywhere from 15 – 25 minutes to refocus your attention on a task after a distraction or switch to a different task.




CONTEXT SWITCHING PENALTY

Context Switching + Decreased Productivity



While Juggling Two Tasks



While Juggling Three Tasks



Balancing Multiple Tasks

(not to be confused with multitasking...)

- After working on something that is highly demanding (cognitively, emotionally, or physically), it may be beneficial to switch to a less complex task.
- Swapping between tasks of varying difficulty on a daily, weekly, or monthly basis can be *excellent way to regain balance* and give yourself a break.
- Utilize our “ultradian sprints” to stay efficient and productive as you balance multiple responsibilities.

SAMPLE SCHEDULE #1

Implementing “Ultradian Breaks”

| | |
|---------------------|--|
| 8:00 – 9:00 am | Cognitively <i>complex</i> project work (e.g., policy work, long term projects, planning, etc.) |
| 9:00 – 9:10 am | Detach/Break |
| 9:10 – 10:30 am | Emotionally/Cognitively <i>complex</i> work (e.g., team or individual one-on-one meetings, etc.) |
| 10:30 – 10:40 am | Detach/Break |
| 10:40 am – 12:00 pm | Project meeting, or another heavy <i>cognitively taxing</i> process |
| 12:00 – 1:00 pm | Detach/Lunch |

SAMPLE SCHEDULE #2

A Focus on Varying Difficulty Level

| | |
|---------------------|--|
| 8:00 – 8:30 am | Answer emails and phone messages |
| 8:30 – 9:30 am | <i>Complex</i> task (e.g., team meeting) |
| 9:30 – 10:00 am | Administrative work (e.g., filing, organization, ordering supplies, etc.) |
| 10:00 – 10:15 am | Detach/Break |
| 10:15 – 11:30 am | Another <i>complex</i> task (e.g., event planning, project planning, etc.) |
| 11:30 am – 12:00 pm | Follow-up on emails and phone calls |

EMOTIONS:

Quality of Energy



- Without intermittent recovery, we're not physiologically capable of sustaining highly positive emotions for long periods.
- When confronted with relentless demands, people tend to slip into negative emotions (fight or flight) several times a day.
- The fight or flight emotional response makes it impossible to think clearly, logically, and reflectively; executive functioning is impaired and the *ability to control and manage our emotions is inhibited*.
- When we take more control of our emotions, we can improve quality of our energy.
- Remedies include:
 - Deep abdominal breathing exercises
 - Expressing appreciation to others




Deep Abdominal Breathing







Expressing Appreciation

- Expressing appreciation to others is a powerful ritual that fuels positive emotions (both for the giver and receiver!).
- Small gestures such as handwritten notes, emails, a call, or even a conversation can be very meaningful.
- Showing appreciation also involves talking with people about their lives and their aspirations also, *not just their immediate work responsibilities*.

 **Appreciation vs. Recognition**




APPRECIATION
Recognizing who
people are;
employee's value




RECOGNITION
Positive feedback
based on results;
*employee's
performance*

"I drove to work today and I
 didn't hit one single pothole.
 Thanks so much for the
 smooth ride today!"
 - Concerned Community Member




 **Languages of Appreciation**


**Words of
Affirmation**




**Tangible
Gifts**




**Acts of
Service**



**Quality
Time**




SPiRiT:
Energy of Meaning & Purpose



- If the work you're doing matters to you, then you typically feel more positive energy, focus better, and demonstrate greater perseverance.
- Many people don't recognize meaning and purpose as potential sources of energy, so it's even more important as leaders to highlight this aspect for our team.
- Only when good habits are developed in the other dimensions do people start seeing how attending to their deeper needs dramatically influences their effectiveness and satisfaction at work.
- Remedies include:
 - Consciously *allocating time and energy to work-life balance*
 - *Clarifying priorities and expectations*
 - Seeking opportunities for employees to *do what they do best and enjoy most*

Back to Basics | Managing Our Teams



PLANNING
Expectations are set and individual goals are defined

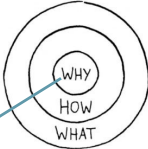
MONITORING
Goals are actively tracked and feedback is given

DEVELOPING
Poor performance is addressed and potential further developed

RATING AND REWARDING
Performance is tracked (and rated), good performance is recognized and rewarded

FOUR STAGES

Setting Expectations
"What does success look like?"



- Set clear and tangible expectations, painting a clear picture of what success looks like
- Make sure that expectations are shared (i.e., buy-in)
- Ensure expectations are attainable and employees have control over the outcome
- Regularly discuss potential obstacles or blocks
- Ensure your team understands the **"WHY"**



Setting Expectations | Focus on Outcomes

Tell my employee that the enrollment form was not completely filled out

VS.

Explaining that when the enrollment forms are not completely filled out, we risk our employees not having their retirement funds calculated correctly



Assessing Workloads + Capacity

When workload and capacity are in balance, it is possible to get work done and find time for professional growth, development, rest, and work recovery. Assess how you are doing in each of the following activities:

- **Planning your work:** Do you know what work is coming? What will you be working on next week? Do you have a shareable plan?
- **Delegating tasks:** Sometimes we steer away from handing over work to others, but it can be positive for both parties.
- **Saying no:** Saying no is necessary when you have too much work or someone else could perform it.
- **Letting go of perfectionism:** Sometimes producing a perfect piece of work is not required; sometimes, *good enough* is all that is needed.

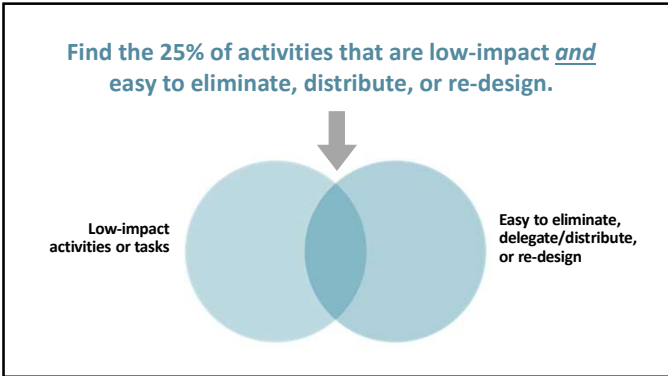
Examining Your Workload



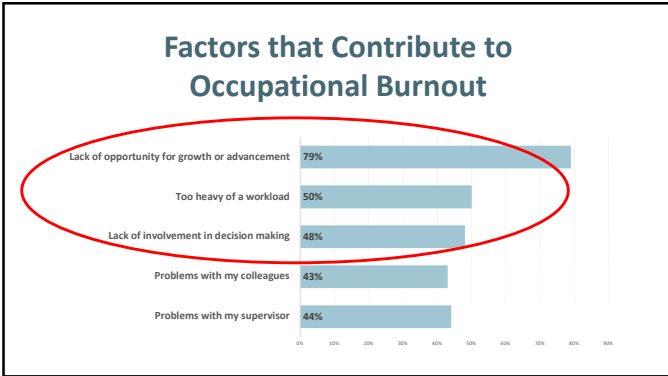
Low-impact activities:
Recurring meetings
Administrative tasks
Detailed project work



High-impact activities:
Brainstorming improvements
Project scope and deliverables
Coaching and feedback



Our teams can't keep "doing more with less"



Debunking Delegation

- Delegation is not passing off work to an employee who is *also burned out*
- Delegation (or distribution) is:
 - Prioritizing projects and bodies of work
 - Ensuring work is given to appropriate staff members based on skills/expertise and workload
 - Deciding whether certain bodies of work still need to be completed, and which can be eliminated or redesigned
 - Challenging “the way we’ve always done it” and considering new ways to complete the work
 - Providing growth and development opportunities (succession planning at it’s best!)
 - *Involving your team in the process!*

A Two-Step Process

STEP #1

Identify low-impact tasks and responsibilities

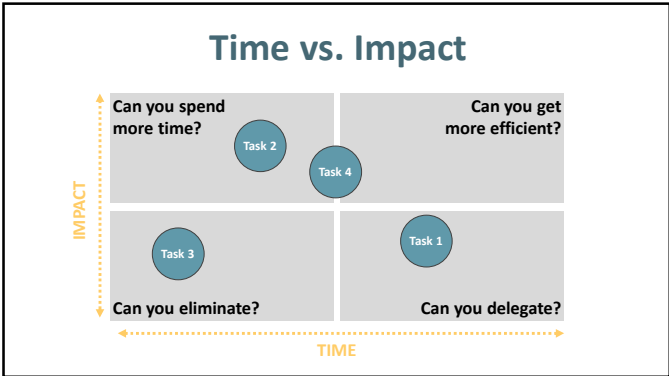
STEP #2

Decide whether to eliminate, delegate/distribute, or re-design

Identify Low-Impact Tasks

Consider a few tasks or project with this “lens”:

- How impactful is this activity to the organization?
- How essential is this task?
- How much personal value do you get from the task?
- How easily could you outsource or hand off this activity?



Example | *Low-Impact Meetings*

1. Ask, "Is this meeting necessary?"
2. If yes, then ask:
 - If it has to be a video call, can we turn off cameras?
 - Does it have to be longer than 30 minutes?
 - Which attendees are absolutely essential?
 - How can we stay on task and make them more efficient?
3. Start meetings with a check-in:
 - How are people feeling? Does anyone have a back-to-back call?
 - If you're leading the meeting, set a timer so you can let anyone who does have one jump off five to 10 minutes early.

Sort Tasks into 3 Categories



Tasks to eliminate

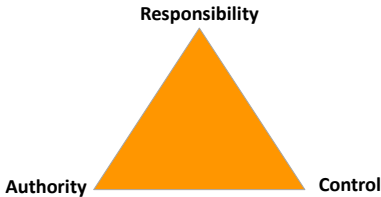


Tasks to delegate or distribute



Tasks to redesign

Triangle of Responsibility



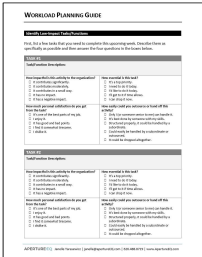
Delegation is a Team Effort

- Delegation isn't a "supervisor only" assignment – this activity should be completed by every member of your team.
- As you consider the **body of work** that your team is responsible for completing – how best should that **body of work** be distributed?

The skills of the individual people completing the work will be discussed in a moment...

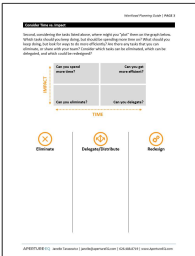
ACTIVITY | Workload Planning Guide

- Consider four tasks that you need to complete this week.
- Answer the questions on Pages 1 – 2 of the **Workload Planning Guide** for each task.



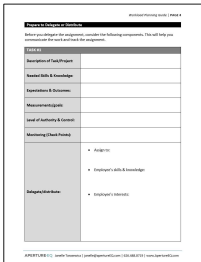
ACTIVITY | Workload Planning Guide, cont.

- Next, turn to Page 3 and plot where each of the four tasks could fall on the graph.
- Consider which tasks could be eliminated, delegated/distributed, or redesigned.



ACTIVITY | Workload Planning Guide, cont.

- Finally, turn to Page 4 of the handout.
- For one of your tasks, fill in the table – considering the necessary skills, required outcome, level of authority required, etc.
- *This is where we consider which of our team members are best suited to take on the body of work.*



And Remember...

- When you're attempting to discover what your employees do best and what they enjoy most, it's important to realize that these two things aren't mutually inclusive.
 - An employee may get lots of positive feedback about something they're very good at, but don't truly enjoy it.
 - Conversely, they can love doing something but either have no gift for it or need developmental support and encouragement.

Ensuring that employees are involved in work that they enjoy (and feel competent in) goes a long way toward achieving a greater sense of alignment, satisfaction, and well-being in their lives on and off the job.

DISCUSSION | *Workload Planning*

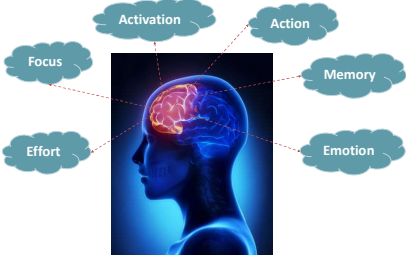
Discussion Topics:

- 1. What parts of this activity were difficult for you?
- 2. How does this activity inform what you should be looking for when you (and your team) delegate, distribute, or re-design bodies of work?
- 3. How might you use this with your team to help navigate burnout?

05

The Role of Senior Leadership

Stress + Cognitive Fatigue



“



Shake things up! Use that big brain of yours to think your way out! Look for a new angle.


Tadashi Hamada
Big Hero 6

The Art of Reframing

Our rapidly changing world requires that we constantly amend our Covid protocols, adjust to the never-ending challenges of remote work, face the staffing strains of The Great Resignation, and battle the resulting burnout...

- One of best things we can do as leaders is to learn the art of reframing and rethinking, which is both a skillset and a mindset.
- Reframing is about *anchoring our identity in flexibility, rather than consistency.*
- Under stress, we tend to revert to our automatic and better learned responses, which is when we become *focused on a single lens* and when *cognitive biases creep* into our decision making.

The Influence of Cognitive Shortcuts



Reframe and Refocus

In the words of Tadashi Hamada, it's about looking for a new angle.

- When we get stuck in a recurring or complex issue, it's rarely because we're missing a procedure to fix things – instead, it's often because we're stuck in *how we see* the situation.
- Reframing is seeing the current situation from a different perspective, which can be tremendously helpful in solving problems, making decision and learning.
- A critical and fundamental step in *leading through adversity is to reframe the situation and model rethinking processes for our teams.*

Decision Making Traps

(aka, unconscious biases)

- We're usually unaware of our flaws in thinking because of unconscious mental processing that is taking place (i.e., cognitive biases).
- Unconscious biases help us understand *how we process information – the process of thinking and rethinking.*
- Processing and evaluating information takes time and energy, so our minds look for shortcuts to make this process more efficient.
- It makes sense that we do this as we often need to make sense of information quickly, *and forming new explanations or beliefs takes time.*

Characteristics of Two Types of Thinking

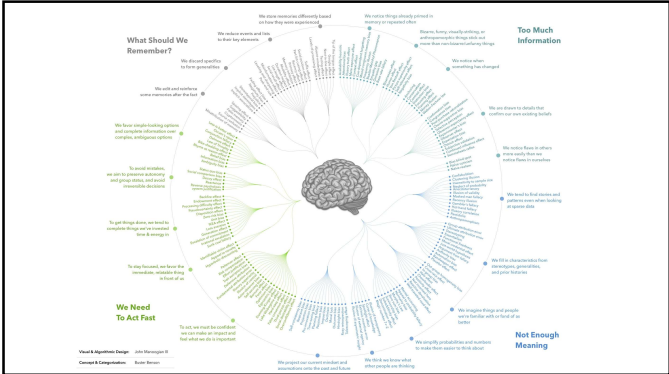
Type I – Intuitive Thinking

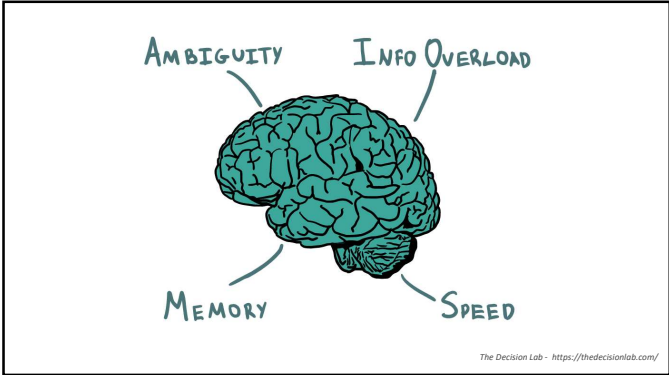
- Fast
- Automatic
- Outside your awareness
- More emotional
- Your immediate impulse
- Requires less mental energy
- Relies on tacit, implicit knowledge

Type II – Reflective Thinking


- Slow
- Intentional
- Under your control
- More logical
- Your careful analysis
- Requires more mental energy
- Relies on explicit knowledge

Evans and Stanovich







Burnout + Decision Making




Attentional Bias




Affect Heuristic



Cognitive Dissonance



Confirmation Bias




Decision Fatigue

“


What we have *learned* to look for in situations determines mostly what we see.

Ellen Langer
Mindfulness


An Important Perspective to Share



2,100+ Public Servants Trained



160+ City and County Agencies Served



100+ Trainings and Coaching Sessions Conducted

“

To put it in perspective, if my manager acted this way to people outside of work there is a high probability that he would get throat punched...

Real life employee
Circa 2021

“

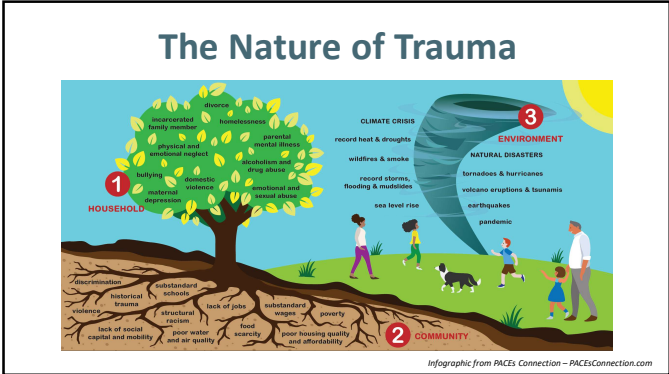
... So, if that's what would happen outside of work, then why should they be allowed to treat us that way *at work*?

_____ Real life employee _____
Circa 2021

SAFETY + TRUST
Through the lens of a trauma-informed workplace

Understanding Trauma

- Trauma occurs when a threatening situation overwhelms our coping resources
- We can think of trauma as a wound, and when we ignore an injury, it gets worse and starts to impact other areas of our life
- Many people are good at hiding trauma, especially at work
- While many organizations are “moving on” from the pandemic, *trauma-informed approaches help us realize that many of our team members might be struggling to heal*



Trauma-Informed Workplaces

- A **trauma-informed organization** is one that operates with an understanding of trauma and its negative effects on the organization’s employees and the communities it serves and works to mitigate those effects.
- Trauma is an emotional injury that affects performance and well-being.
- *The same incident can affect different people differently, so the goal is to assess each individual and provide the supports they need.*

“

Yeah, I get along with my boss. But only out of survival. When you get anxiety every day on your way to work, then something is wrong.

_____ Real life employee _____
 Circa 2021

Stress and Trauma in the Brain

The brain doesn't distinguish between direct physical or psychological threats and threats due to chronic stress or past trauma.



In the brain, a threat is a threat, and it triggers our "fight or flight" alarm system.



When people know they can bring their pain to the office, they no longer have to *expend energy* trying to ignore or suppress it, and they can more easily and effectively get back to work.

Jane Dutton, Peter Frost, et. al
Leading in Times of Trauma

SAFETY + TRUST

“

My wife told me that I grumpy on Sundays because I have to go back there – back to my work, I mean. This just isn't fair to my family.

Real life employee
Circa 2022

Psychological Safety

- **Psychological safety** is when employees in a team or organization feel that it's acceptable to admit that they made a mistake, don't know the answer, or are struggling.
- It's a **work culture** in which an employee feels they can be candid – where interpersonal risks such as speaking up, asking questions, sharing concerns, mistakes, and half-baked ideas feel doable.

You know psychological safety is missing in your team if people say different things behind leaders' backs than to their faces, and you know it's missing in your organization if leaders have to run anonymous surveys to get employees to tell the truth.

Psychological Safety

| | |
|--|--|
| <p>When You Have It:</p> <ul style="list-style-type: none"> • See mistakes as opportunities to learn • Willing to take risks and fail • Speaking your mind in meetings • Openly sharing your struggles • Trust in your teammates and supervisors • Sticking your neck out | <p>When You Don't:</p> <ul style="list-style-type: none"> • See mistakes as threats to your career • Unwilling to rock the boat • Keeping your ideas to yourself • Only touting your strengths • Fear of your teammates and supervisors • Having it chopped off |
|--|--|

Adam Grant



To feel “psychologically safe,” we must know that we can be free enough, sometimes, to share the things that scare us without fear of retributions. We must be able to talk about what is messy or sad, and to have hard conversations with colleagues who are driving us crazy. We can’t be focused just on efficiency.

Charles Duhigg
Pulitzer-prize winning journalist

Psychological Safety is NOT...

- It’s not about making people feel comfortable
- It’s not about being “nice” and passive when issues arise
- It’s not about brushing aside mistakes

To work well, psychological safety must be coupled with *building trust through accountability.*

Organizational Trust

- When we are in a period of crisis, employees often look to our organizations for support.
- When there is lack of support, *or perceived lack of support*, this can create a second “injury,” called an institutional betrayal (i.e., trust is broken).
- Institutional betrayal is when an organization you trust or depend upon mistreats you – and this can arise due to deliberate actions that harm, *as well as from failing to act when action is expected.*

Behaviors that Impact Trust

Organization-Level Actions

- Covid responses that leaves workers feeling vulnerable or trapped
- Organizational change without involvement in the decision-making process

Individual-Level Actions

- A supervisor’s belittling and placating behaviors towards their team
- Management’s disregard to a claim of harassment or bias



I have no problem with forgiveness, but the trust aspect is hard. We’ve been through this before. They get their “hand slapped” and things improve for a minute, but then after awhile they go back to how they were before. This cycle needs to stop.

Real life employee
Circa 2021

Facilitating Trust Through Accountability

- Accountability is a key ingredient for trust as well as safety.
- Make it clear that accountability travels both ways.
- A great organization maintains high standards and accountability by inviting voice rather than imposing silence – by encouraging people to learn from mistakes instead of covering them up.
- Understand that at times, accountability means consequence.

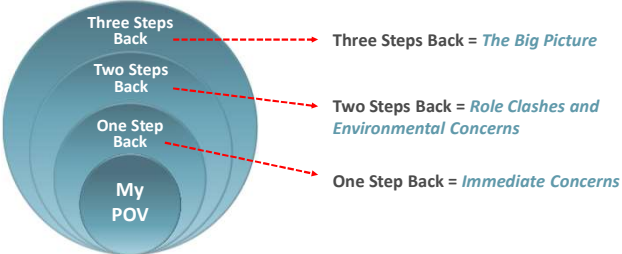
A Systems View of Accountability

- A systems view helps us understand what’s causing difficulties or mistakes in the first place
- It helps us identify root causes and the ways **everyone in the system** is contributing to the problem
- Look at the accountability system from three different vantage points – *from close range, medium range, and wide-angle lens.*

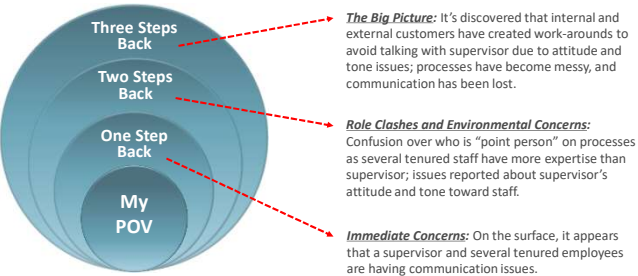


Too often we deal in blame, when our real goal should be understanding and change.

Stay Curious... Take Three Steps Back



Take Three Steps Back | A Case Study



Main Causes of Burnout:

Key components of the workplace environment that contribute to burnout

- Unsustainable workload
- Perceived lack of control
- Insufficient recognition for effort
- Lack of support
- Lack of fairness

These factors are all directly influenced by an immediate supervisor's role in the work group.

SUMMARY | Beating Burnout

- Supervisors influence culture through their ability (or lack of ability) to encourage safety at work and facilitate trust through accountability
- Encourage psychologically “detaching” from work and cultivate a team environment where work-life barriers are strengthened
- Evaluate workloads to ensure a focus on high-impact tasks and potential redesign of services and programs
- Recognize the role of stress, decision fatigue, and cognitive bias traps that impact our behavior and decision making
- Prioritize developing a trauma-informed workplace – where people feel psychologically safe to share their concerns, and where trust and accountability can flourish

FOCUS

- 01 The Science of Stress
- 02 Occupational Burnout
- 03 Managing Personal Pressure
- 04 Managing Organizational Pressure
- 05 The Role of Senior Leadership

“

How we behave as the boss [or colleague] at work today affects what goes around the dinner table in other people’s homes tonight.

James C. Hunter
World’s Most Powerful Leadership Principle



THANK YOU

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