

Preventing Employee Burnout

Presented by ComPsych® Corporation



Agenda

Burnout Overview

Interventions to Improve Circumstances

Interventions to Improve Mindsets

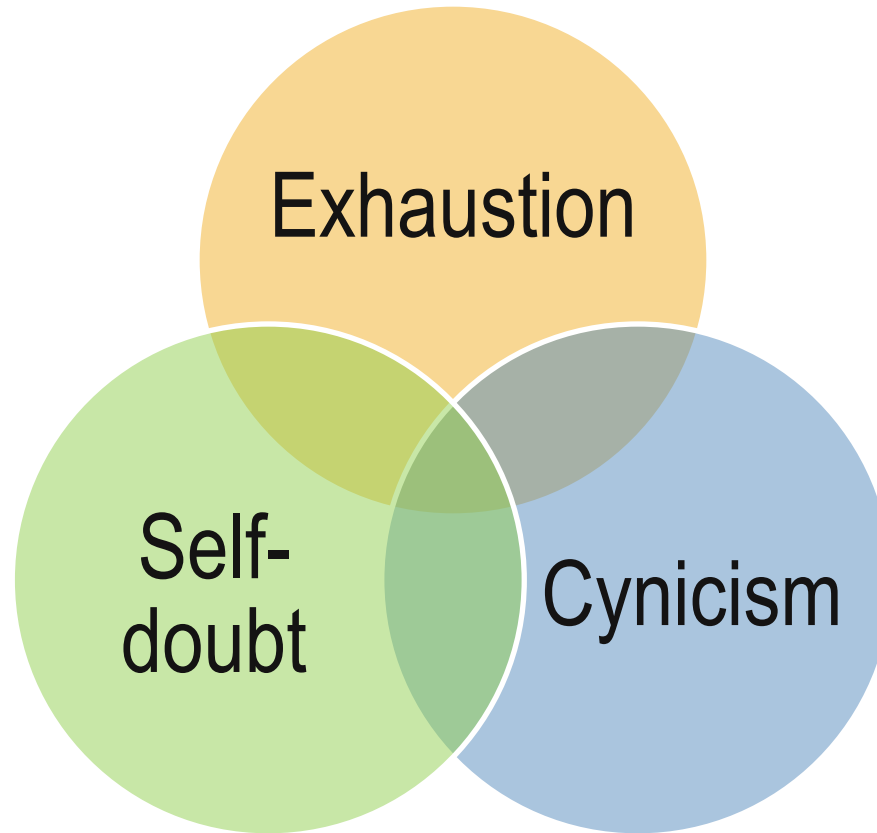
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3 Components Of Burnout



Adapted from American Psychological Association interview with Christina Maslach, PhD , author of "[The Truth About Burnout: How Organizations Cause Personal Stress and What to do About It](#)"

Burnout vs “Normal” Job Stress

“Normal” Job Stress:	Burnout:
Situational - comes and goes	Pervasive, chronic
Quick fixes sometimes work	Requires significant intervention
One or more of the 3 components: exhaustion, cynicism, self-doubt	All 3 components are present

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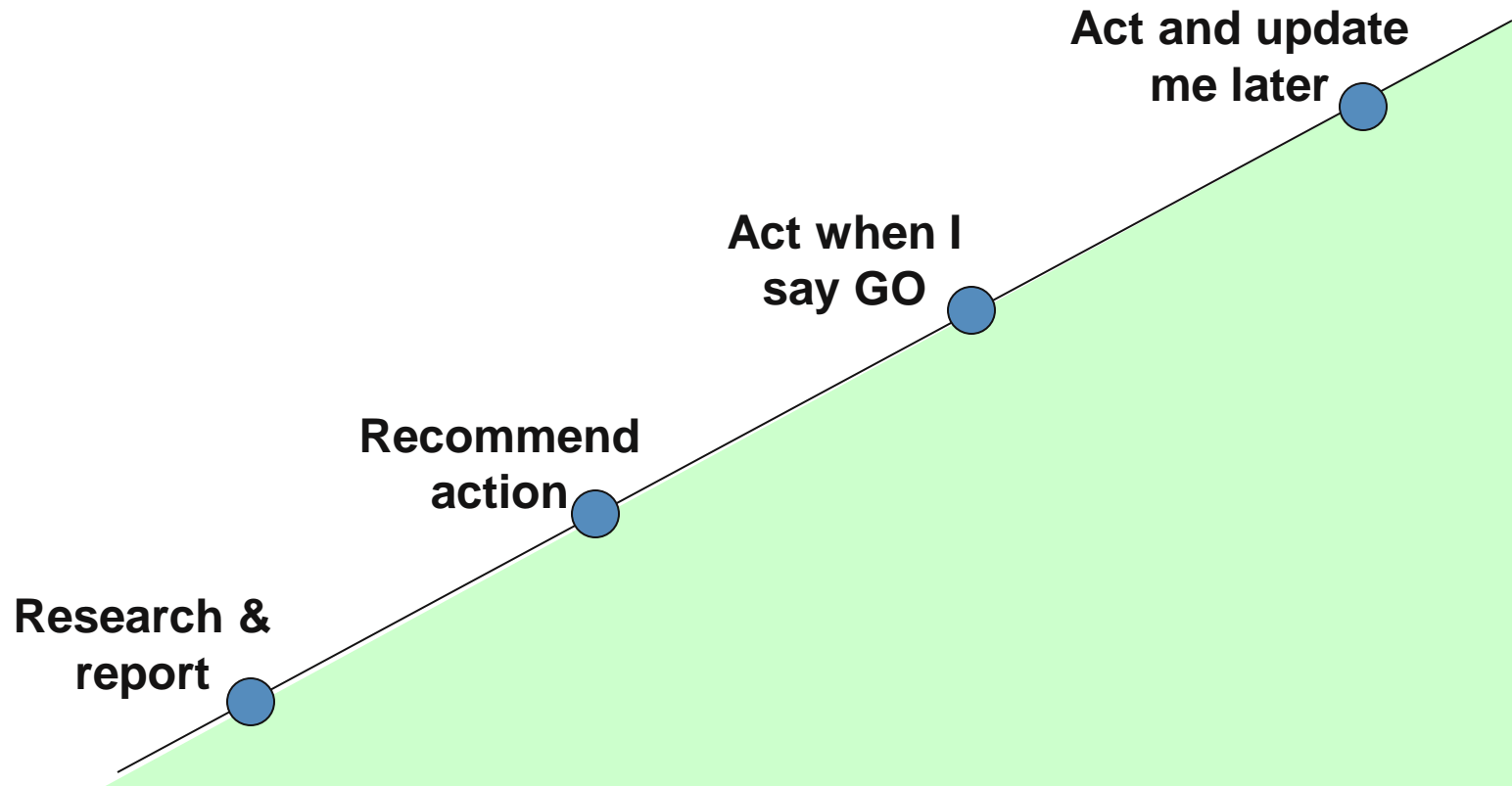
Circumstances That Contribute To Burnout

Intense workload

Job responsibilities that don't match interests

Lack of autonomy or control (micromanagement)

Delegation & Levels of Control



Exercise: Rewrite these delegation statements:

1. “Please work on the report. It has to be submitted to the CEO on Friday.”
2. “I’d like you to reorganize this filing cabinet in a way that will make it easier for people to find things.”
3. “We need to get a new copy machine for the office. Will you please take on that project?”

Why Leaders Don't Give Up Control

- Insecurity (“If I let him submit the report directly to senior leadership, will it seem like I’m not needed anymore?”)
- Quality concerns (“I can do it better”)
- Efficiency concerns (“I can do it faster”)
- Effort concerns (“It will take too much time to explain it to him.”)

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The Accountability Ladder

G O W I - GET ON WITH IT!

MAKE IT HAPPEN

FIND SOLUTIONS

OWN IT

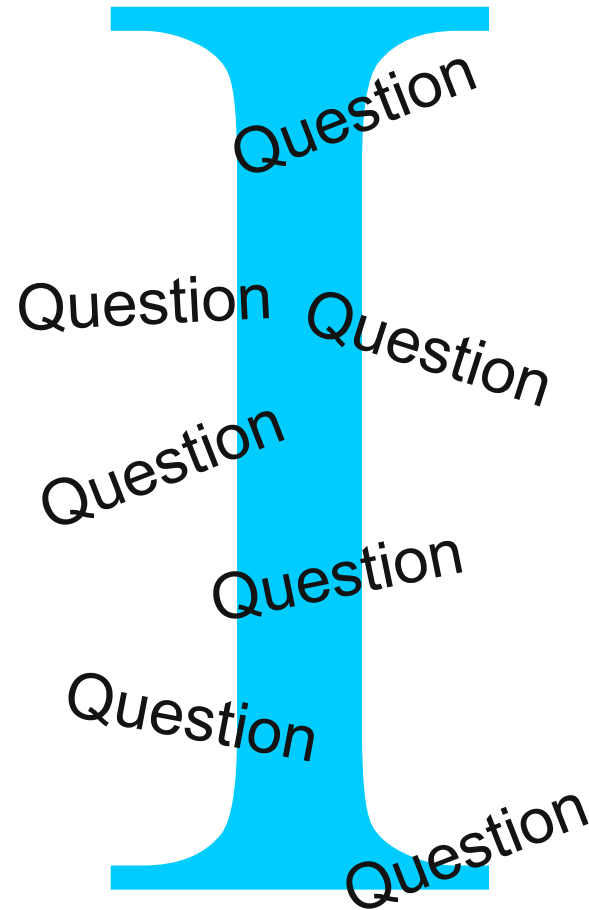
ACKNOWLEDGE REALITY

WAIT AND HOPE IT GETS BETTER

EXCUSES OR REASONS I CAN'T

BLAMING OTHERS

The Question Behind the Question



Activity: The Question Behind the Question

1. When are things going to improve?
2. Why won't management communicate better?
3. What's the point of this terrible training?

Redirecting Cynicism – A 3 Part Process

Part 1: Show empathy

Part 2: Validate the feelings

Part 3: Ask an open ended question

Example:

An employee angrily says, “The company is going to go out of business if it keeps making these terrible decisions.”

Response:

“I hear your frustration and it’s understandable. You’re not alone in having these feelings. I want to help. What do you think you and I can do to help improve things?”

Practice

“I’ve had 3 different bosses in one year. I can’t possibly perform well in this environment!

“There are definitely challenges and I think I’d be frustrated too if I had 3 different bosses in one year. I know you though, and I’ve seen you overcome challenges before. What steps do you think you can take to do so? How can I help?”

I’ve sent that person 2 emails, and she never got back to me! Tell her to do her job already.

“That’s frustrating. She should reply. What else might you or I do to get the information you need from her?”

The 3 P's of Praise

Planned

Prompt

Public

P

The ASC Model: Strength-Centered Gratitude or Praise

Appreciation

Specific action

Characteristic of the person

I appreciate _____(name) for _____(what she did),
which she was able to do because she _____(personal
characteristic).

I appreciate Karen for following up courteously without getting upset when
I took forever to answer her email, which she was able to do because she
is an incredibly patient person.

Summary

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Thank You for Attending

Your single source for confidential support, expert information and valuable resources, when you need it the most.

Available 24 hours a day, 7 days a week

Online: guidanceresources.com

Web ID:

Special Toll-Free Number:

