Cultivating a Healthy Workplace

Powering You To Do The Work
Understanding, recognizing, addressing, and preventing burnout in the workplace

Power Up Your Pantry, University of Missouri

New Chapter Coaching, LLC, Columbia, Missouri

Housekeeping

- We are recording this!

- Please mute your mic and stay muted unless you would like to make a comment or ask a question at the end.

- Feel free to type questions into the chat box anytime.
    - We'll address these during the Q and A at the end.

- For those joining by phone, you can mute/unmute yourself by hitting "*6."

Power Up Your Pantry

Power Up Your Pantry is a University of Missouri program intended for food pantries and other hunger relief groups looking for ways to enhance their current operations and better meet the needs of the people they serve.

Connect with us!

Website: foodsecurity.missouri.edu/power-up/

Facebook: https://www.facebook.com/powerupyourpantry/

Grant Writing Community of Practice in early 2020

Interdisciplinary Center for Food Security

facebook

New Chapter Coaching, LLC

Our mission is to build a better world by increasing the effectiveness of nonprofit leaders and the impact of the organization they serve.

Our core services:

- Leadership Coaching
- Strategic Planning
- Strengths-Based Team Building
- Leadership Roundtables
- Executive Transition Management
- Facilitation of Retreats & Meetings
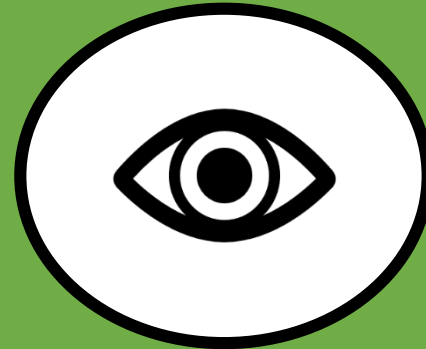- Organizational Capacity Building Assessments

New Chapter
COACHING, LLC
Exploring the Present, Transforming the Future

Carrie Collier
Associate

Today's Objectives

Validation

Identification

Tools

Today's Topics

- **Module1**: Understanding Burnout
  - Burnout vs. Stress; Dimensions of Burnout; Causes of Burnout
- **Module 2**: Recognizing Burnout
  - Physical, Cognitive, Emotional, & Behavioral; Assessing Burnout
- **Module 3**: How to Help When Burnout Happens
  - For Yourself; For Others
- **Module 4**: Preventing Burnout
  - Individual Strategies; Organization Strategies
- **Module 5**: Building Resilience Continue to Make an Impact
  - Finding the "Upside of Stress"; Self-Compassion

Let's Get Started!

Module 1: Understanding Burnout

Definitions(s) of Burnout

Burnout vs. Stress

Dimensions of Burnout

Causes of Burnout

Good News…

Employee Engagement in the United States is UP!

- 34% of U.S. workers are engaged, tying the highest in history
- "Actively disengaged" down to 13%, new low
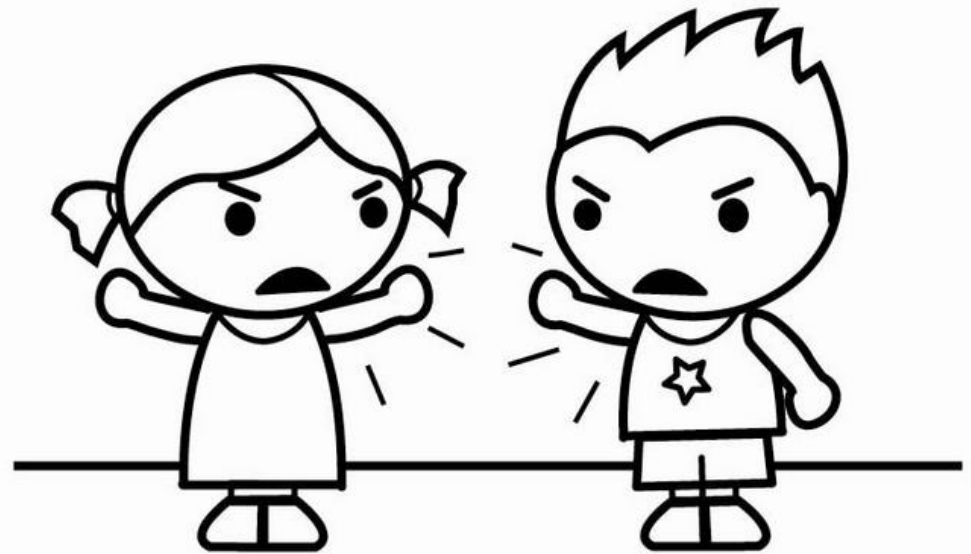- Engagement is highly related to positive business outcomes

Stress Among U.S Workers is ALSO Up

- Nearly **2/3** of professionals say stress levels are higher than they were 5 years ago

- **95%** of human resource leaders say burnout is sabotaging workplace retention, often because of overly heavy workloads

Workplace Stress

76%

Stress has had a negative impact on personal relationships

Workplace Stress

66%

Lost sleep due to work stress

So…What IS Stress?

Stress has MANY definitions…

- **Original definition by Hans Selye in 1936**: "the non-specific response of the body to any demand for change"

- **Merriam-Webster Dictionary 2019:** "a physical, chemical, or emotional factor that causes bodily or mental tension and may be a factor in disease causation"

- **Emily & Amelia Nagoski** (Authors of *Burnout: Unlocking the Stress Cycle*): "the neurological and physiological shift that happens in your body when you encounter **stressors**"

Then…What's A Stressor?

Stressors are anything that cause the release of stress hormones

Two Categories:

- **Physiological:** Put a strain on our body (*e.g. extreme temperatures, injury, illness, pain, exercise*)

- **Psychological:** Events, situations, individuals, comments (*e.g. too much work, debt, difficult relationships, sick family members, flow states*)

Stressors are a natural part of life

So…What's Burnout?

Burnout ALSO has many definitions…

- **Original definition by Herbert Freudenberger in the 1970's**: "effect of extreme stress and high ideals placed on 'helping' professionals"

- **Merriam-Webster Dictionary 2019:** "exhaustion of physical or emotional strength or motivation usually as a result of prolonged stress or frustration"

- **Beth Kanter & Aliza Sherman** (Authors of *The Happy, Healthy Nonprofit*): "state of emotional, mental, and physical exhaustion that occurs when we feel overwhelmed by too many demands, too few resources, and too little recovery time "

Stress vs. Burnout

STRESS

- Biological response
- Caused by stressors –can be positive (short bursts) or negative (prolonged)
- Inevitable - it is part of life

BURNOUT

- Psychological and physical response
- Caused by **prolonged** stress response – generally negative
- Not inevitable – it CAN be prevented

Dimensions of Burnout

1. **Emotional exhaustion.** Feeling tired and fatigued at work (can result in absence from work).

2. **Depersonalization.** Developing a callous/uncaring feeling, even hostility, toward others (either clients or colleagues).

3. **Reduced personal accomplishment.** Feeling you (the employee) are not accomplishing anything worthwhile at work. This can lead to a lack of motivation and poor performance.

Burnout: A Loss of Three Things

Put simply, burnout is:

- Lost **energy**
- Lost **enthusiasm**
- Lost **confidence**

Sound familiar?

Causes of Burnout

1) **Lack of control.** An inability to influence decisions that affect your job.

2) **Unclear job expectations.** If you're unclear about the degree of authority you have or what your supervisor expects of you.

3) **Dysfunctional workplace dynamics.** Colleagues undermine you or your boss micromanages your work.

Causes of Burnout, continued

4) **Extremes of activity.** When a job is monotonous or chaotic, you need constant energy to remain focused, leading to burnout.

5) **Lack of social support.** If you feel isolated at work and in your personal life, you might feel more stressed.

6) **Work-life imbalance.** Your work takes up so much of your time and effort that you don't have the energy to spend time with your family and friends.

Burnout in Non-Profits

- **Societal Attitudes**. A culture of "work long hours, and you will be rewarded".

- **Nonprofit Sector Mindsets.** A "low pay, make do, and do without" culture, funder-driven stress, scarcity mindset, myth of being indispensable.

- **Lack of Leadership Development**. Historical underinvestment in this area.

- **General:** Stressful work, overwork, technology ubiquity, information overload.
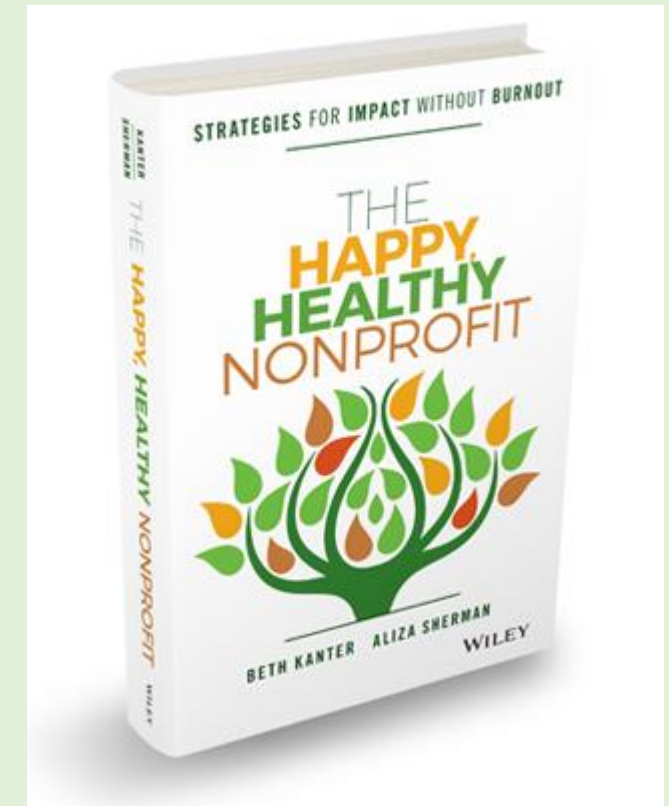
Who's At Risk?

- Identify strongly with work
- Spillover of work life into personal life
- High workload, including overtime work
- Trying to be everything to everyone
- Little or no control over work
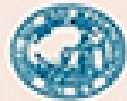- Perfectionists
- Helping professions

Burnout is EVERYWHERE!

A CRISIS IN HEALTH CARE:
A CALL TO ACTION ON
PHYSICIAN BURNOUT

Partnership with the Massachusetts Medical Society, Massachusetts Health and Hospital Association, Harvard T.H. Chan School of Public Health, and Harvard Global Health Institute

"Physician burnout is a public health crisis."

KRONOS™

Products Why Kronos Customers Services Partners Resources & Insights About Us

Home / About Us / Newsroom

"95 percent of human resource leaders admit employee burnout is sabotaging workforce retention."

The Employee Burnout Crisis: Study Reveals Big Workplace Challenge in 2017

HOW TO RECLAIM YOUR LIFE
AND RAISE HEALTHIER CHILDREN
IN THE PROCESS

MOMMY BURNOUT

DR. SHERYL ZIEGLER

Why Nonprofits Have a Burnout Problem

By Beth Kanter and Aliza Sherman

Thrive Global Follow
Feb 20, 2017 · 6 min read

"Why does something extreme have to happen before nonprofit leaders change and start to take self-care seriously?"

burnout

the secret to unlocking the stress cycle

Emily Nagoski, PhD
Amelia Nagoski, DMA

So WHAT Do We Do?

Module 2: Recognizing Burnout

Signs of Burnout

Assessing Burnout

Recognizing the Signs

- **Physical**
- **Cognitive**
- **Emotional**
- **Behavioral**

Physical Signs

- Chronic fatigue/exhaustion

- Increased physical complaints

- Unexplained/more illnesses

- Change in appetite or sleep habits

Cognitive Signs

- Struggling to make decisions
- Difficulty concentrating
- Distracted thinking
- Inability to embrace complexity
- Trouble remembering

Emotional Signs

- Failure and self-doubt
- Helpless, hopeless, trapped, defeated
- Detachment
- Loss of motivation
- Cynical and negative
- Decreased satisfaction

Behavioral Signs

- Withdrawal from responsibilities
- Self isolation
- Coping with food, drugs, alcohol, etc.
- Irritability
- Procrastination

Recognizing Burnout: Assessment

The Nonprofit Burnout Assessment

- Quick, free, easy to access

- NOT a clinical diagnostic instrument like the Maslach Burnout Inventory (MBI)

- Assesses the three dimensions of burnout: exhaustion, depersonalization, lack of personal accomplishment

https://happyhealthynonprofit.wordpress.com/resources/downloadable-assessments/

Nonprofit Burnout Assessment Results

- **Passion Driven**
- **Passion Waning**
- **Passion Challenged**
- **Passion Depleted**

Again: WHAT Do We Do?

How to Help When Burnout Happens:

For Yourself

For Others

Addressing Burnout: For YOU

Exhaustion - Physical & Emotional Strategies:

- Exercise
- Get regular sleep
- Choose healthy foods
- Practice mindfulness and meditation
- Cultivate community both inside & outside work
- LAUGH

Hang out with your pet! Or look at pictures of cute baby animals online...it helps, really!

Depersonalization (Cynicism) - Cognitive Strategies:

- Mindset Reset: How do you view stressors?
  - ABC Technique
    A – adversity, or the stressful event.
    B – beliefs, or the way that you respond to the event.
    C – consequences, the result of your beliefs lead to the actions and outcome of that event.

- Challenge negativity (in yourself and others)

- Ask yourself: what's going well/right?

Lack of Personal Accomplishment - Behavioral and Emotional Strategies:

• Addressing workload

• Single-task vs. multi-task

• Take mini-breaks between tasks

• Try walking meetings

• Practice self-soothing

© Cartoonbank.com

ZEROTASKING

BREAK TIME

Addressing Burnout: In Others

You can't TELL someone else they are burned out and they need to do something about it!

You CAN:

- Check in regularly & LISTEN

- Talk with them about alternative work loads, assignments, flex-time scenarios, and more

- Connect them with resources (books, workshops, professionals)

It's easier to prevent than to reverse burnout. **So how do we do that?**

Module 4: Preventing Burnout

Individual Strategies

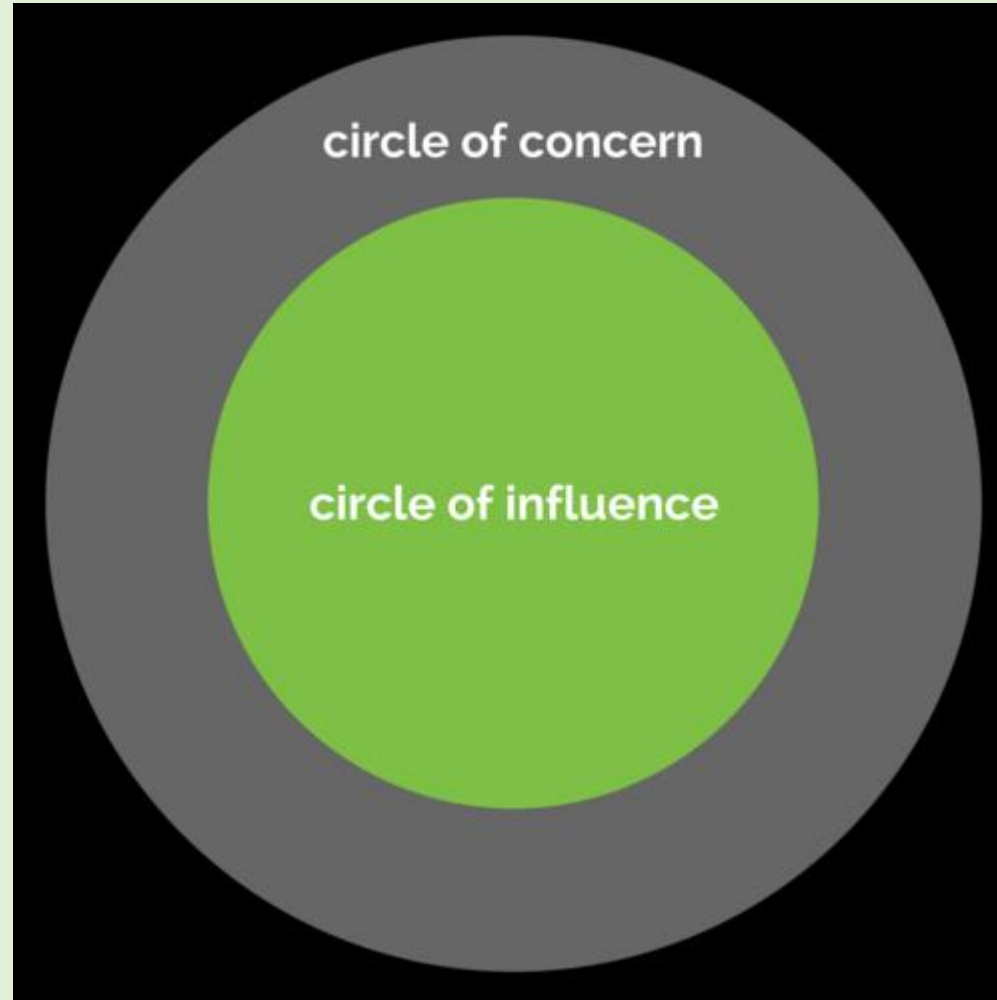**Organizational Strategies**

Individual: Prioritize

1

*"You can't have it all,
but if you know what's important,
you don't want it all."*

-Unknown source

Individual: Circle of Influence

②

Focus on your circle of influence versus your circle of concern.

circle of concern

circle of influence

*"God, grant me the serenity
to accept the things I
cannot change,
the courage to change
the things I can,
and the wisdom to know
the difference."*

-Serenity Prayer

Individual: Boundaries

3

Learn how to create healthy boundaries.

"Daring to set boundaries is about having the courage to love ourselves, even when we risk disappointing others."

-Brene Brown

Individual: Friendships

4

Having a Best Friend at Work = 7x as likely to be engaged

Supportive friendships, especially in old age, is a stronger predictor of wellbeing than having strong family connections.
- Journal of Personal Relationships, April 2017

Organizational Strategies

Individual approaches are NOT enough.

Systems approaches are NECESSARY!

We need to move from a "YOU need to practice self-care" to "WE care about and practice wellbeing strategies in this organization."

Employee Wellness Programs and Events, while sometimes helpful, are NOT the same as an organization that creates a culture of wellbeing.

Organizational:
Foster Effective Communication

①

"...effective communication requires more than an exchange of information. When done right, communication fosters understanding, strengths, relationships, improves teamwork, and builds trust."

-Liz Papadopolous, "Let's Chat"
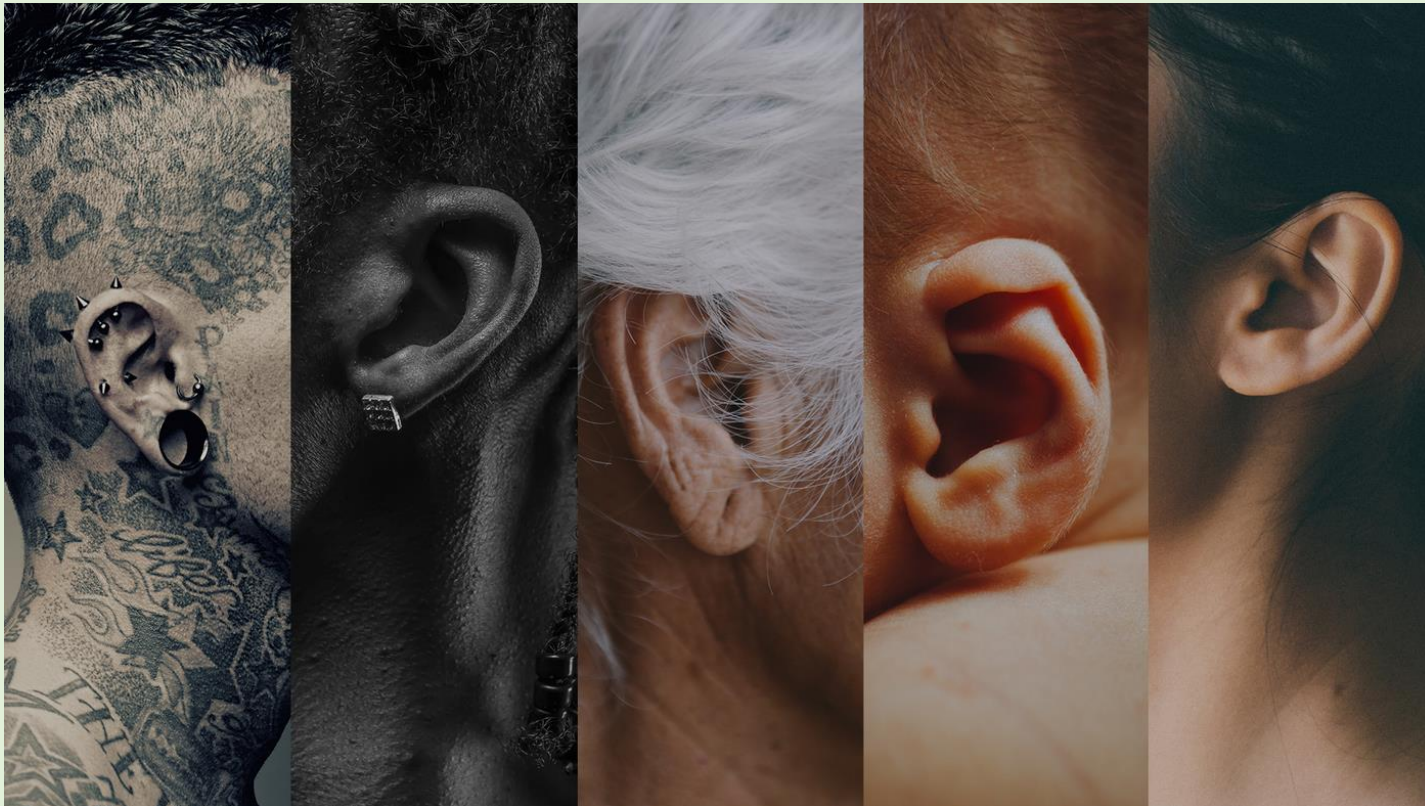
Organizational: Modeling

Be the kind of leader that you would follow.

②

Demonstrate healthy behaviors, including:
- *Eating well (provide healthy snacks, if possible!)*
- *Getting enough sleep*
- *Taking breaks*
- *Getting physical exercise*
- *Practicing effective communication*
- *Setting healthy boundaries (saying no, not emailing at all hours)*

Organizational:
Use Employee Strengths

③

Employees who use their strengths at work:
- *Significantly more engaged in their work*
- *More likely to do what they do best on a daily basis*
- *Have much higher levels of wellbeing*

Organizations that use their strengths:
- *Increase profit*
- *Have lower turnover*

Module 5: Building Resilience

Finding the "Upside" of Stress

Self-Compassion

Building Resilience

Resilience

"Although the world is full of suffering, it is also full of the overcoming of it."

-Helen Keller

Finding the "Upside" of Stress

- Stressors aren't inherently negative
- Stress can force you to clarify your values and priorities
- Harness the great repertoire of your body's stress responses!

- How can you view stress as an opportunity to rise to the challenge?
- Not JUST Fight or Flight. ALSO:
  - Challenge response (opportunity for growth)
  - Bigger than self response (foster connection)
  - Resilience response (opportunity for learning)

Finding the "Upside" of Stress

Like a physical skill, psychological resilience is a skill you can learn.
What are some things you can try?

- Reset Your Stress Mindset

- Choose your Stress Response

- Build Organizational Stress Confidence

- Choose to Practice Gratitude

Shifting
PERSPECTIVE

Self-Compassion

Practice RADICAL Self-Compassion

What would you say to a friend?

"UNLIKE SELF-CRITICISM, WHICH ASKS IF YOU'RE GOOD ENOUGH, SELF-COMPASSION ASKS, WHAT'S GOOD FOR YOU?"

- KRISTIN NEFF

www.MrsMindfulness.com

Building Resilience

- Overwork and exhaustion are the *opposite* of resilience.

- The key to resilience is trying really hard, then stopping, recovering, and then trying again. This conclusion is based on biology.

- *Homeostasis* is a fundamental biological concept describing the ability of the brain to continuously restore and sustain well-being.

- Resilience is about how you RECHARGE.
- Not how you ENDURE.

Resources

- The Happy, Healthy Nonprofit by Beth Kanter & Aliza Sherman (book and website)

- Joan Garry – joangarry.com (website, book, blog and podcast; she hosted a recent series on "High Impact, No Burnout")

- Self-Compassion by Kristin Neff (book and website)

- Growth Mindset by Carol Dweck

Podcasts:

- Making Positive Psychology Work with Michelle McQuaid

- Work Life with Adam Grant

- The Science of Happiness

Apps & Websites:

- Calm, Headspace, Insight Timer

- Desk Yogi
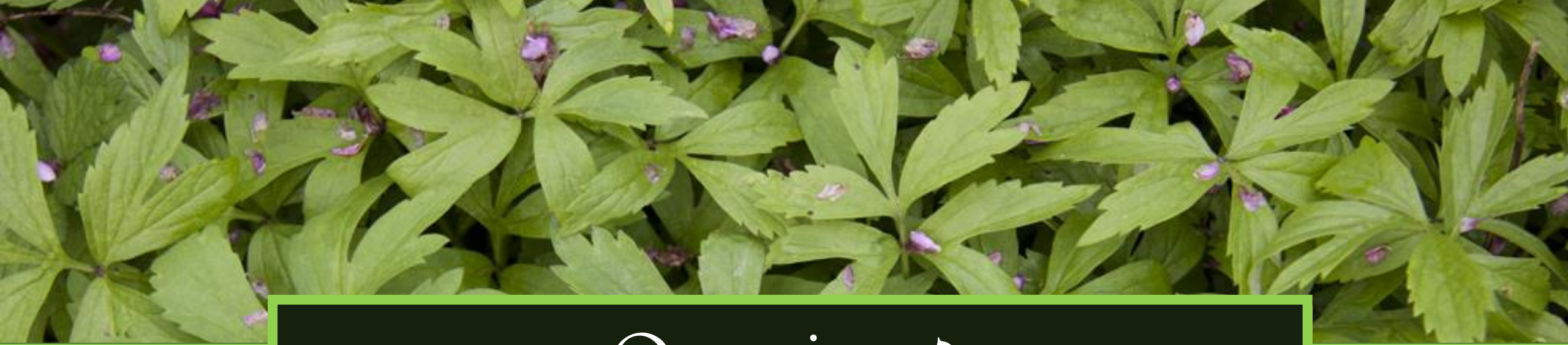
Questions?
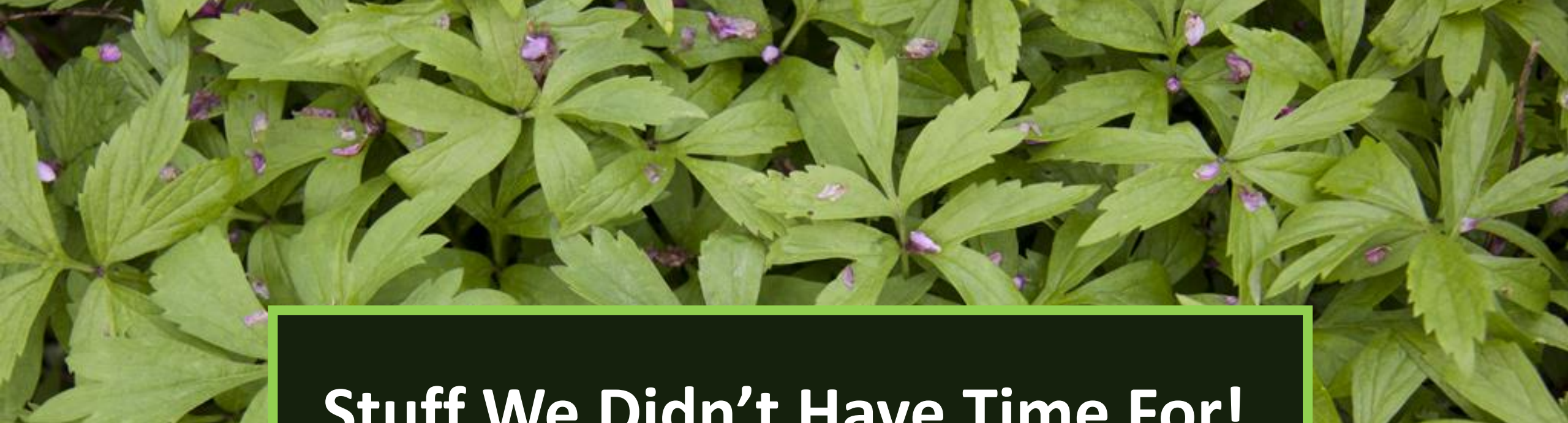
Upcoming webinars

Join us for parts two and three of our
Board and Organizational Sustainability series

Oct. 23: How to Create an Effective Fundraising Committee
Nov. 6: Building the Board You Need to Get Big Results

Contact Bill at McKelveyWA@Missouri.edu or 573-882-4973 or
got to http://foodsecurity.missouri.edu/power-up/power-up-lunchbox-learning/.

Stuff We Didn't Have Time For!

Workplace Stress: More Stats

Duke University (2018) found that workplace stress was responsible for:

- 70% of workplace accidents
- 50% of absenteeism
- $300 billion in associated costs

Burnout in Non-Profits

- Compassion Fatigue
- Secondary Trauma
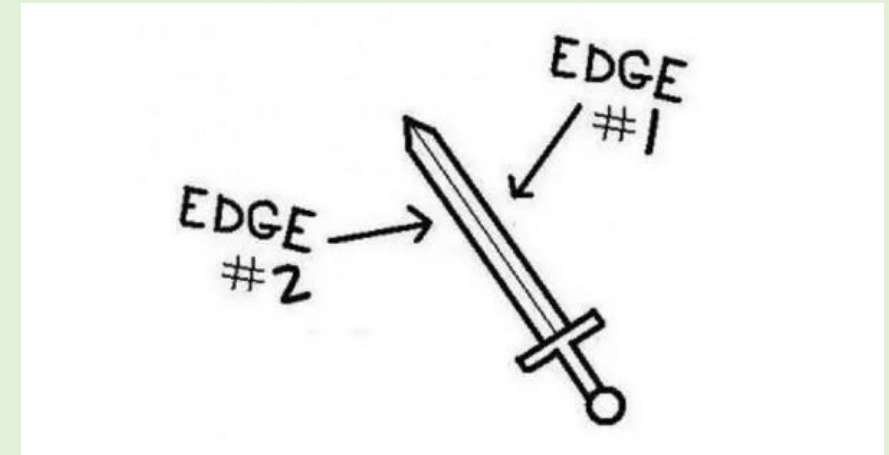
Zookeepers and the double-edged sword of meaningful work

Another Individual Strategy : Reduce the Noise!

"Sometimes you need to sit lonely on the floor in a quiet room in order to hear your own voice and not let it drown in the noise of others."

— Charlotte Eriksson

The Nonprofit Burnout Assessment

Place an "X" in the column that best scores the frequency with which you identify with the feeling described in each statement.

Use this scale:

0=Not at all

1=Rarely

2=Sometimes

3=Often

4=Very Often

The Nonprofit Burnout Assessment

Statements	0	1	2	3	4
Physical and Emotional					
I feel run down and drained of physical or emotional energy					
I have trouble sleeping at night					
I get aches and pains and other physical symptoms					
I have a loss of appetite or overeat/drink unhealthy foods					
I have trouble paying attention and concentrating on important tasks					
I am forgetful					
I feel anxiety, depression, or anger towards work					

The Nonprofit Burnout Assessment

Statements	0	1	2	3	4
Signs of Cynicism and Detachment					
I have negative thoughts about my work					
I have less empathy with co-workers or clients than they deserve					
I am easily annoyed and irritated by problems or by my co-workers or clients					
I feel that I am not fulfilled doing my job					
I feel less curiosity, excitement, joy, passion, or hope about my work					
I feel misunderstood or unappreciated at work					
I feel I have no one I can talk to					

The Nonprofit Burnout Assessment

Statements	0	1	2	3	4
Signs of Ineffectiveness and Lack of Accomplishment					
I feel I am not learning anything new at work or gaining new skills					
I feel I am achieving less than I should					
I feel tremendous unpleasant pressure to succeed					
I feel I am in the wrong profession or organization					
I am frustrated or bored with my job					
I feel overwhelmed at work with all I have to get done					
I feel I do not have enough time to do many of the tasks that are important to doing a high quality job					
I feel I do not have enough planning time.					

Nonprofit Burnout Assessment Scoring

Score 0-22 = Passion Driven

- You are still running on a passionate believe in the cause and mission of your organization! Develop a self-care plan sooner rather than later to help prevent burnout.

Score 23 – 44 = Passion Waning

- Realities of limited resources and doing the job of several people is likely wearing on you. Start paying attention to your stressors, stress responses, and behaviors around wellbeing. Develop and implement a self-care plan as soon as possible to help prevent burnout.

Nonprofit Burnout Assessment Scoring, continued

Score 45 – 66: Passion Challenged

- You are often too exhausted to work effectively. Your passion is in jeopardy as you have no energy to sustain it and work may be subpar. Develop and implement a self-care plan immediately. You may also consult a medical and/or mental health professional for any signs of physical illness, depression and anxiety.

Score 45 – 66: Passion Depleted

- You've lost your drive and are ready to walk way from the organization/cause you were passionately engaged in. Every aspect of your being is suffering – mind, body, spirit. Get help now. See a medical and/or mental health professional. Once you've gotten help, work on creating a self-care plan and implementing it.

Develop a Self-Care Plan

- **Sphere 1:** Relationship to Self (Physical Health, Mind, Downtime, Emotions, Mindfulness, Spiritual Self-care, Creativity)

- **Sphere 2:** Relationship to Others (Relationship with Family, Relationship with Friends)

- **Sphere 3:** Relationship to Environment Checklist (Your Home and Office, Outdoors)

- **Sphere 4:** Relationship to Work and Money (Workplace Self-Care, Life/Work Juggling, Relationship with Money)

- **Sphere 5:** Relationship to Tech Checklist (Getting Away from Tech, Technology Self-Care i.e. Mindful Tech Practices)

Source: The Happy, Healthy Nonprofit by Beth Kanter and Aliza Sherman

Develop a Self-Care Plan

Stress Trigger	Self-Care Behavior	Negative or Positive?	If negative, what positive behavior can you replace it with?
Conflict with co-worker	Eating chocolate	Sometimes negative...sometimes positive	Eat less chocolate, go for a walk
Difficult client situation	Journaling after work about my feelings	Positive	

Source: The Happy, Healthy Nonprofit by Beth Kanter and Aliza Sherman