

# **Power Up Your Pantry Fall 2020**

## **A Conversation About Burnout: Checking IN, Not Checking OUT**

### ***Session 3: Addressing Burnout***

**Host: Bill McKelvey, Project Coordinator, University of Missouri**

**Facilitator: Carrie Collier, Associate, New Chapter Coaching**

**October 20, 2020**



[newchaptercoach.com](http://newchaptercoach.com)



**Interdisciplinary Center  
for Food Security**

University of Missouri

[foodsecurity.missouri.edu](http://foodsecurity.missouri.edu)

# Housekeeping

- We are recording!
- This session will be INTERACTIVE
  - Chats, polls, and breakout rooms
- All workshop materials are housed at <https://foodsecurity.missouri.edu/power-up/conversation-about-burnout/>
- Workshop sponsored by Power Up Your Pantry
  - Program of the MU Interdisciplinary Center for Food Security
  - Supported by New Chapter Coaching
  - Funding provided through a grant from Missouri Foundation for Health



# Social Media

- Facebook
  - Power Up Your Pantry at <https://www.facebook.com/powerupyourpantry/>
  - New Chapter Coaching at <https://www.facebook.com/NewChapterCoaching>
- Twitter
  - Interdisciplinary Center for Food Security at <https://twitter.com/mufoodsecurity>

# A Conversation About Burnout: Checking IN, Not Checking OUT

- **TODAY:** Addressing Burnout with Carrie
- **Tuesday, October 27:** Facilitated Discussion with Bill
- **Thursday, November 5:** Preventing Burnout & Building Resilience with Carrie
- **Tuesday, November 10:** Facilitated Discussion with Bill

*All sessions will take place from 11 a.m. – 12 p.m. CST*

# Ground 'Rules'

(more like suggestions)

- Turn on your camera if you are able and comfortable
- Keep the time in mind
- Step up
- Step back
- Keep conversations confidential



**Carrie Collier**  
**Associate**  
**New Chapter Coaching**

## **Carrie's Background**


- **Counseling/Coaching**
  - **Wellbeing**
  - **Leadership Development**
    - **DEI**
- **CliftonStrengths**
- **Worked in: Higher Ed, Business, & Nonprofits**





**New Chapter**  
**COACHING, LLC**

*Exploring the Present, Transforming the Future*

The background of the slide features a close-up of a hand holding a small, realistic globe of the Earth. The globe shows the Americas, with North and South America clearly visible. Another hand is visible at the bottom of the frame, reaching upwards. The background is a solid green color.

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



**New Chapter**  
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*Exploring the Present, Transforming the Future*



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Skills-Based  
Workshops  
Team Building



# Addressing Burnout: Objectives



**Quick  
Review**



**Causes &  
Dimensions**



**Tools**





*Which Lemur  
are you today?*

**1. Lemur A**  
*(let's do this! )*

**2. Lemur B**  
*(I'm here)*

**3. Ummmm....**



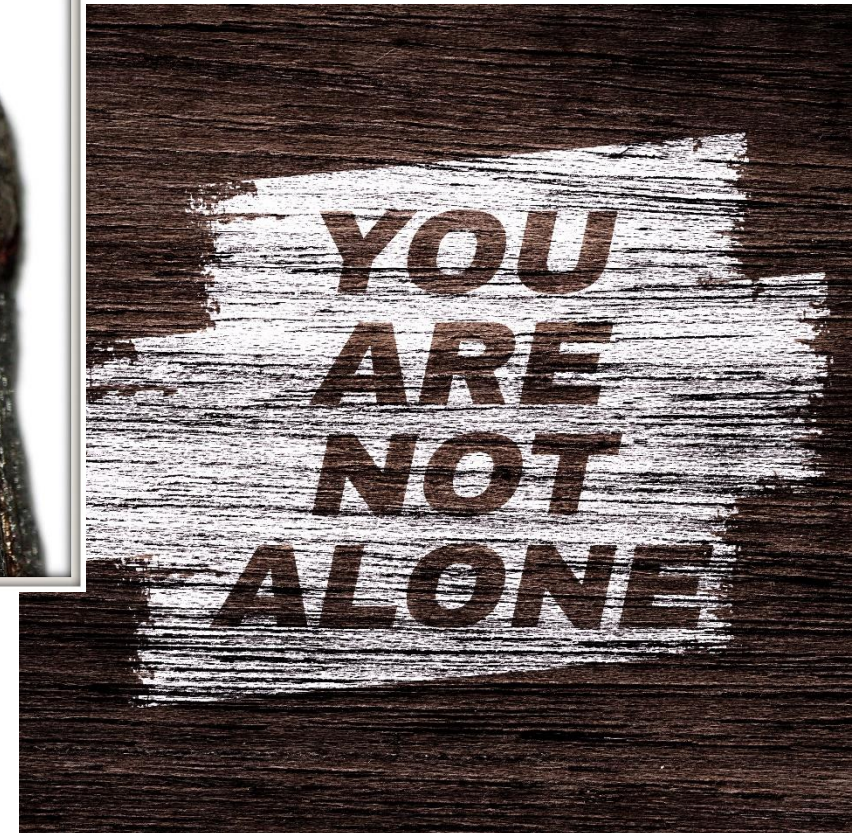
# *Let's Do This*



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# Module 1: Brief Review – What is Burnout?



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# Stress vs Burnout

**They are not the same thing.**

**What's the difference?**

# What IS STRESS?

- **Original definition by Hans Selye in 1936:** “the non-specific response of the body to any demand for change”
- **Emily & Amelia Nagoski (Authors of *Burnout: The Secret to Unlocking the Stress Cycle*) 2019:** “the neurological and physiological shift that happens in your body when you encounter stressors”



# What is Burnout?

## *A Special Kind of Work-Related Stress*

- **Original definition by Herbert Freudenberger in the 1970's:** “effect of extreme stress and high ideals placed on ‘helping’ professionals”
- **World Health Organization, 2019:** “a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed”
- **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**”

## What are Stressors?

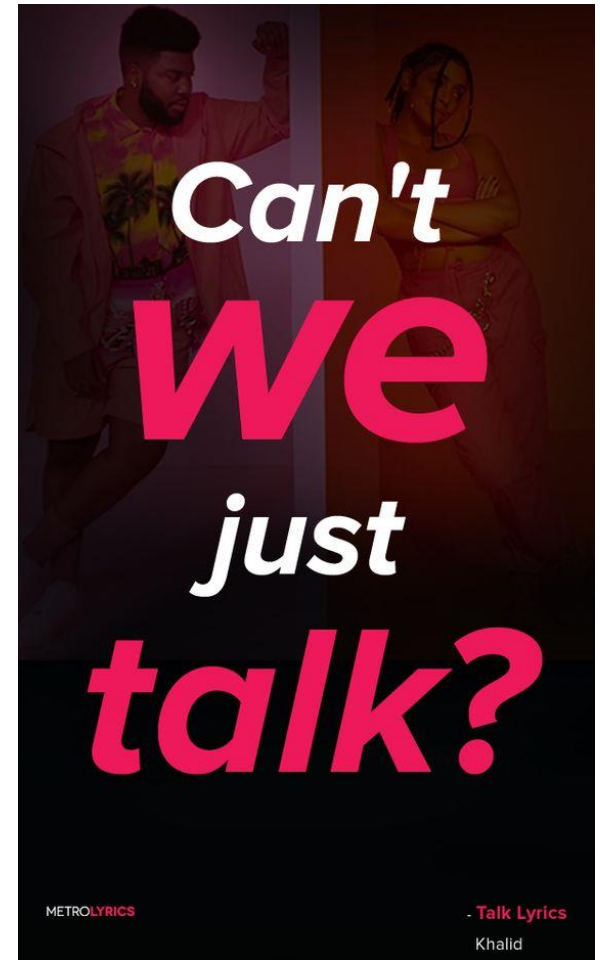
**Stressors are anything that cause the release of stress hormones (can be negative or positive)**

## Additional Pandemic-Related Stressors

- Communication Challenges
- Constant Uncertainty
- Inability to Plan
- Lack of Connection
- Political Divides & Racial Injustices
- Nonexistent Boundaries for those WFH
- Constant Juggling of Responsibilities

# Stressors at Food Banks & Pantries

- Significantly reduced number of volunteers
- Staff having to fulfill all roles
- Concern about staff getting sick
- Concern about clients who can't show up
- Food shortages
- Shifting supply models (pros and cons)
- More work to do (grants, collaborations, etc.)
- Outside world stressors following into the pantry
- Trouble shifting gears between work and home
- WINTER IS COMING



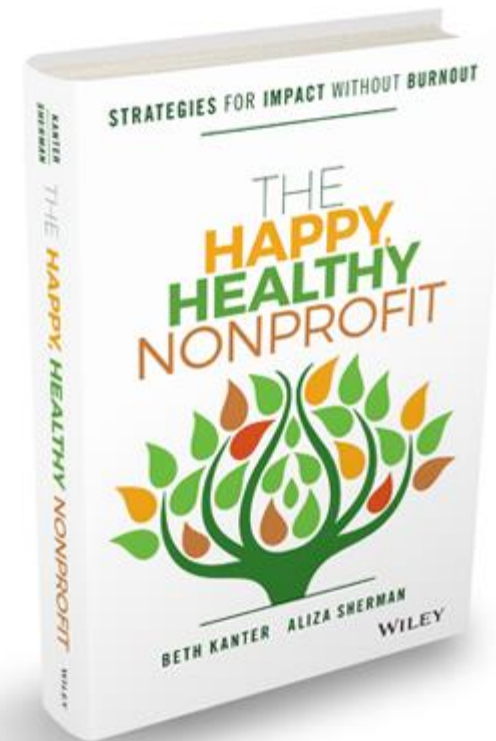
# Burnout: Recognizing the Signs

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



# Tool You Can Use: Nonprofit Burnout Assessment

- Quick, free, easy to access
- Assesses the three dimensions of burnout: **exhaustion, depersonalization, lack of personal accomplishment** (today we talk about these!)
- NOT a clinical diagnostic instrument like the Maslach Burnout Inventory (MBI)



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

# Poll Time



- **Passion Driven (0-22):** You are still running on a passionate belief in the cause and mission of your organization.
- **Passion Waning (23-44):** 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.*
- **Passion Challenged (45-66):** 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. *You may see signs of physical illness, depression, & anxiety.*
- **Passion Depleted (67-88):** You've lost your drive and are ready to walk away from the organization/cause you were passionately engaged in. Every aspect of your being is suffering – mind, body, spirit.



**You are not alone.  
Give YOURSELF grace and  
compassion.**

A person is sitting on a grassy hill, looking out over a vast, hilly landscape under a cloudy sky. The person is seen from behind, wearing a light-colored shirt. The text is overlaid on the image in a white, handwritten-style font.

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

— KRISTIN NEFF

[www.MrsMindfulness.com](http://www.MrsMindfulness.com)



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# Module 2: Causes & Dimensions of Burnout



# Causes of Burnout

- 1) **Unfair treatment at work.** This can include bias, favoritism, mistreatment by a coworker to inconsistently applied compensation or policies. (2.3x more likely)
- 2) **Unmanageable workload.** Long hours (50+), too many tasks, difficulty of work; little influence over HOW work is done; work feels burdensome, difficult to do well, or endless (2.2x more likely)

# Causes of Burnout, continued

- 3) **Unclear manager communication.** Managers who don't provide employees with the information they need to do their job effectively; performance expectations and accountability are inconsistent.
- 4) **Lack of manager support.** Negligent, absent, or condescending managers leave employees feeling uninformed, alone, and defensive
- 5) **Unreasonable time pressure.** Not enough time to do all the work; unreasonable deadlines; non-understanding by supervisors of time tasks take

# Burnout: Dimensions

- 1) **Exhaustion (physical & emotional).** Feeling tired and fatigued at work. The exhaustion feels *overwhelming*.
- 2) **Depersonalization.** Depletion of empathy. Developing a callous/uncaring feeling, even hostility, toward others (either clients or colleagues). Also known as *cynicism*.
- 3) **Reduced personal accomplishment.** Incomparable sense of futility. Feeling you are not accomplishing anything worthwhile at work. Also called *inefficacy*.

# Burnout: A Loss of Three Things

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





# So...WHAT Do We DO?

A close-up photograph of green wheat stalks, showing the developing grains and long awns. The image is slightly blurred in the background, focusing on the texture of the wheat. Overlaid on the left side of the image is a quote in white serif font.

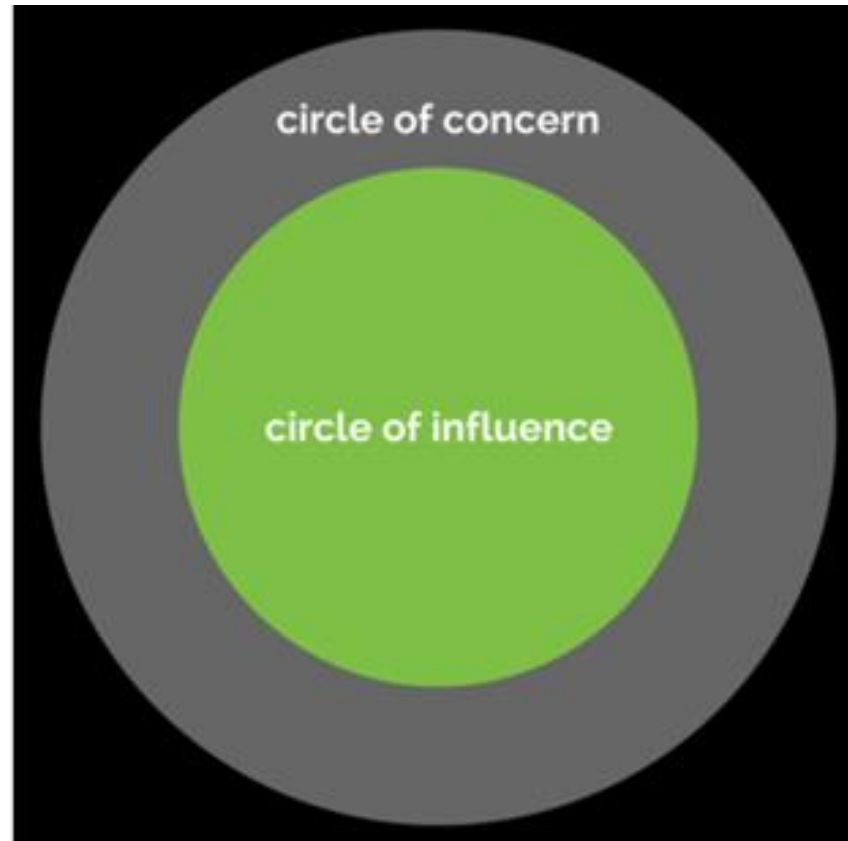
The future depends  
on what we do in  
the present.

-Mahatma Gandhi

[veganposters.com](http://veganposters.com)

# 1. Individual Strategies

Focus on  
your  
**circle of  
influence:**  
what can  
YOU  
influence  
when you  
can't change  
stressors?



*"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*

## 2. Organizational Strategies

**Individual approaches are NOT enough.**

**Systems approaches are NECESSARY.**



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

*We will talk a lot more about this in my next webinar – how to build individual & organizational resilience.*

# Emotional & Physical Exhaustion (Lost Energy)

## Strategies to Engage:

- Exercise
- Get regular sleep
- Choose healthy foods
- Practice mindfulness and meditation
- Cultivate community both inside & outside work
- **Notice Delight!**



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

# Depersonalization (Cynicism/Lost Enthusiasm)

## Cognitive Strategies to Engage:

- **PAUSE.** Choose your response, rather than react
- **Mindset Reset:** Choose how you view stressors
  - **ABC Technique**
    - A – Adversity**, or the stressor
    - B – Beliefs**, you believe you can choose how to respond to the stressor
    - C – Consequences**, the result of your beliefs - your actions will influence the potential outcomes



# Lack of Personal Accomplishment

## Behavioral & Emotional Strategies to Engage:

- Addressing workload
- Engage strengths in addressing work tasks
- Single-task vs. multi-task
- Take mini-breaks between tasks
- Engage self-compassion
- Practice self-soothing





# Poll Time:

## Dimension most prevalent for YOU?



- Exhaustion
- Depersonalization
- Reduced personal accomplishment
- All of the above

# **BREAKOUT ROOMS:**

**What is one TINY THING you/your organization might do to begin to address burnout in any of the three dimensions?**

**What are the BARRIERS and what are some ways you might address those?**

- 1. Exhaustion (lost energy)**
- 2. Depersonalization (lost enthusiasm)**
- 3. Reduced personal accomplishment (lost confidence)**

# Potential Barriers to Address from Webinar 1

Our organization might be talking about mental health, but what they are preaching isn't what they are teaching. People are asked to stretch farther, do more with less time and always be busy; it's like you aren't productive if you aren't always running.

If you are having a bad day, it can feel like you are bringing everyone else down. I think we (society) needs to learn how to talk about those downs/bad days in a way that doesn't feel like you are pulling others down.

Mental health and burnout is not talked about because it is an awkward topic to bring up/discuss.

Clients are done dealing with Covid and their frustrations over things like not being able to bring kids with them to appointments.

Worried that admitting to stress or burnout is a weakness.

Need to find a way to take time off.

Workload has increased significantly. We've had to shift their operating models.

Technology stress!

# An Example of How You Might Address EXHAUSTION from Webinar 1

I find just changing up my routine helps me "take a break" without taking time off. Instead of going home and making dinner and sitting on the couch to watch TV, sometimes I go home take a 30 minute nap, then sit down for dinner, and read a book before bed. Those small changes give me a break and help me feel like I "took time for myself" without taking time off from work.

# **BREAKOUT ROOMS:**

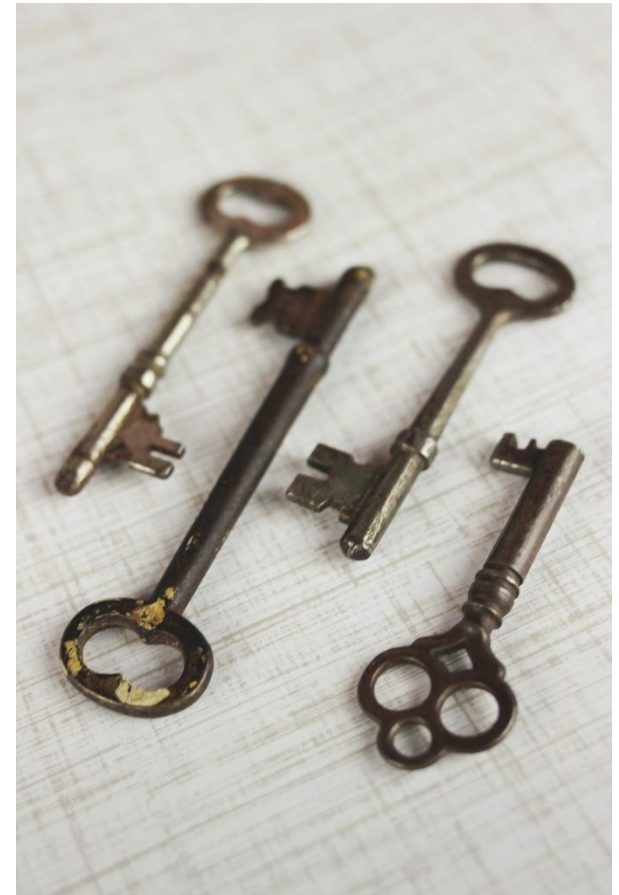
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# Module 3:

## Tools You Can Use NOW



***Keys for Addressing Stress & Moving Through the Stress Cycle***

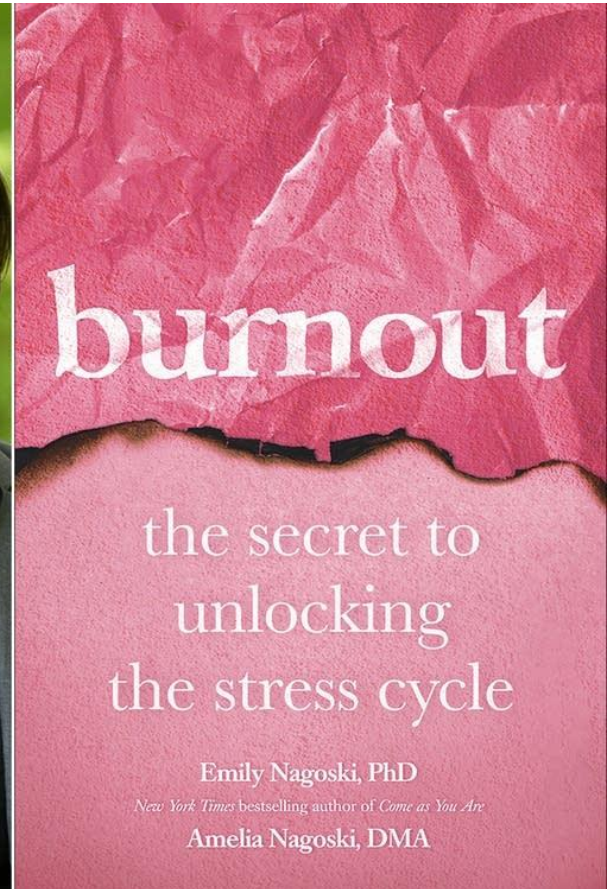


# Stress:

the neurological and physiological shift that happens in your body when you encounter **stressors**

# Burnout:

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*** (= response to ongoing stressors)



Stress is a response in the body. So we must address it **IN OUR BODY.**

**Emotions are neurological events. They are cycles that happen in your body – not JUST your brain.**

**They have a beginning, middle, and end.**

*We are not just cognitive, rational beings who on occasion feel.*

*We are emotional beings who on occasion think! – Brene Brown*

# How can we respond to stressors to help us address burnout?

- We can't always change them.
- And even when they're gone, we still may feel stressed if we haven't addressed the STRESS they caused us in our bodies.
- So we must address stressors. Which means we need to recognize them as stressors and the IMPACT they have on us. Or we get STUCK.

**We have to go THROUGH the tunnels (beginning, middle, & end) of our feelings to get UNSTUCK.**

# 1

## PHYSICAL ACTIVITY

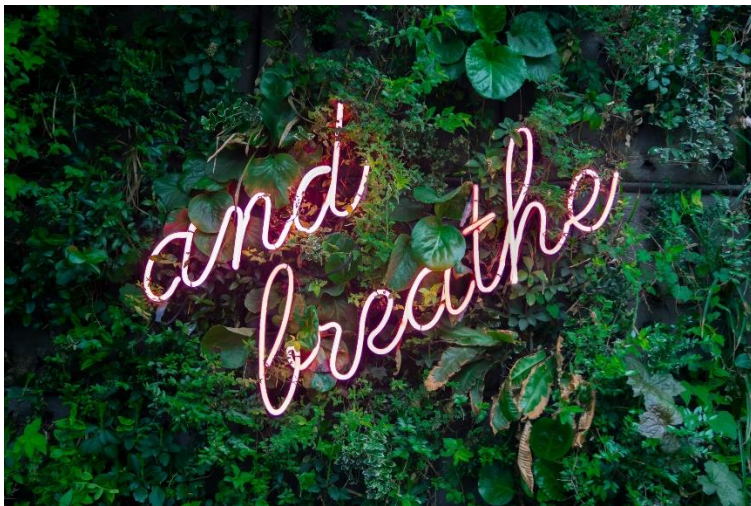


- ANY kind of movement – stand, stretch, walk, tense & relax muscles
- Break up the “chemical stew” happening in your body (the stress hormones that have been released by stressors)

# 2

## BREATHE

- Slow breath in, longer breath out
- Try for about 1 ½ minutes
- Regulates your nervous system to complete the stress cycle
- Notice racing thoughts and return to the breath
- We underestimate the breath as a tool





# 3

- Friends
- Family
- Strangers
- Practicing random acts of kindness

## POSITIVE SOCIAL INTERACTION





# 4

## LAUGHTER

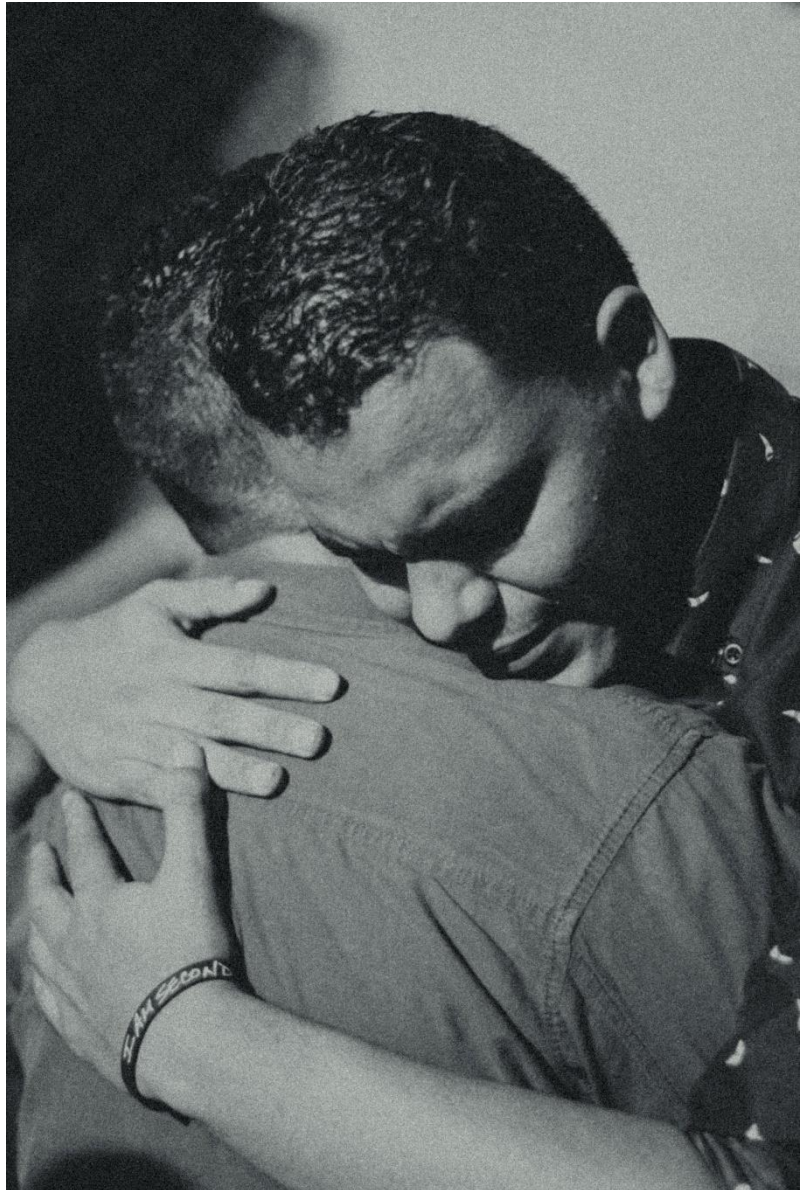
- A real, genuine belly laugh; not posed social laugh
- Even reminiscing about when you laughed really hard
- Put in that silly, stupid movie that always makes you laugh!
- Create social connection



# 5

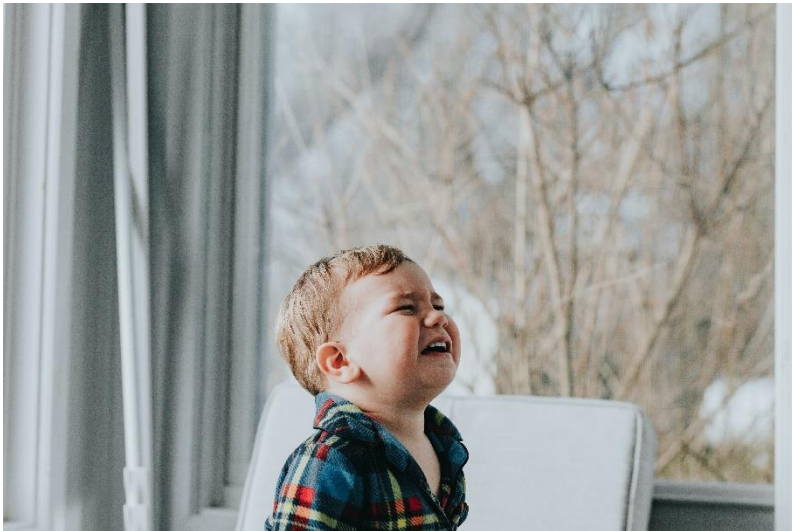
## AFFECTION

- Physical touch – who can you reach out and touch right now?
- Hug – 20 seconds!
- Releases oxytocin – the social connection hormone



6

CRY.  
COMPLETELY.



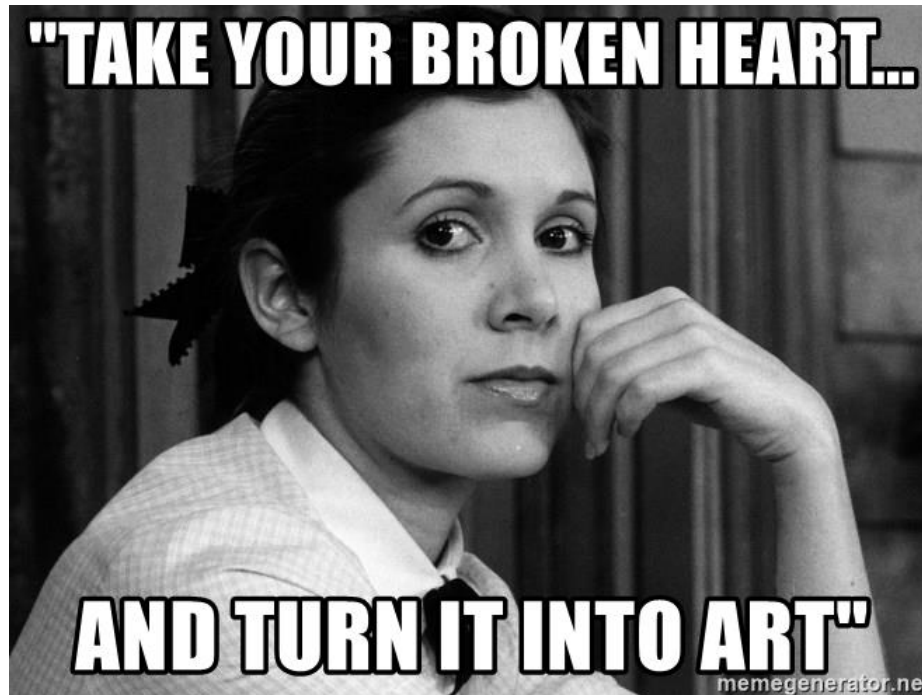
- Set aside the emotional/cognitive aspect (thoughts about what's making you cry)
- Pay attention to the physical – the heat, where you feel tension, the tears themselves
- Usually just takes a few minutes!

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## CREATIVE EXPRESSION

- Take what's inside you and bring it outside
- You can imagine your way through it if you don't create something physical



# Begin to Build Resilience: *How Will YOU Recharge?*

- 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 and nervous system (your body!) to continuously restore and sustain well-being.
- Resilience is about how you RECHARGE.
- Not how you ENDURE.

<https://hbr.org/2016/06/resilience-is-about-how-you-recharge-not-how-you-endure>



# **Poll Time:**

## **Which of these will you give a try THIS WEEK?**



- **Physical Activity**
- **Breathing**
- **Positive Social Interaction**
- **Laughter**
- **Affection**
- **Cry**
- **Creative Expression**



# So...Are We All THIS Lemur Now?



<https://www.dailymail.co.uk/news/article-2133967/Stop-monkeying-Chilled-lemur-takes-break-foraging-relax-meditate.html>

# Until We Meet Again

DANKE!  
THANK YOU!  
MERCI!  
GRAZIE!  
GRACIAS!  
DANK JE WEL!

• • • • •

# Thank You for your participation today!

1. **Tuesday, October 27:** Changes, struggles, opportunities, and silver linings at your food pantry during Covid-19 - Part 2 (Facilitated Discussion with Bill McKelvey)
2. **Thursday, November 5:** Preventing Burnout & Building Resilience (Webinar with Carrie)
3. **Tuesday, November 10:** Changes, struggles, opportunities, and silver linings at your food pantry during Covid-19 - Part 3 (Facilitated Discussion with Bill McKelvey)

***All sessions will take place from 11 a.m. - 12 p.m. CST***

Thank you for the opportunity  
to be of service!

Don't hesitate to reach out.  
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**573.228.9600**

