Avoiding Burnout: An Ongoing Career Challenge

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Elegant Design of Change

Design Elements
- Principle 1: Listen
- Principle 2: Build a System
- Principle 3: Consider Culture
- Principle 4: Persist
- Workgroup or Personal Focus
Connections with Work

Burnout

Exhausted

Distant

Discouraged

Engagement

Energetic

Sustainable Pace of Work & Life

Re-energizing Cycles

Dedicated

Involved, Committed

Emotional Connection with Work

Encouraged

Sense of Efficacy

Recognition from Others

Energetic

Dedicated

Encouraged
Drivers of Burnout

- Excessive Demands
- Inadequate Resources
- Ineffective Recovery

Exhaustion

- Belonging
- Autonomy
- Mastery

Frustration
Listen: Imbalance and Frustration

- Energy Imbalance: Exhaustion
  - Excessive Demands
    - Time
    - Effort
    - Complexity
  - Insufficient Capacity
    - Workplace Resource Shortfall
    - Mental, Physical, Emotional Resources
Listen:
Recovery Cycles

- Wellbeing
  - Physical
  - Emotional
  - Social
- Life Domains
  - Entertainment
  - Family
  - Spiritual
Listen:
Imbalance and Frustration

- Frustration
  - Belonging
  - Autonomy
  - Mastery
- Cynicism & Inefficacy
  - Cynicism: Frustration of Belonging, Autonomy
  - Inefficacy: Frustration Mastery, Autonomy
Listen: Overextended v Burnout?

– Overextended Profile
  – Exhaustion as the Primary Form of Distress
  – Exclusive Concern with Workload & Recovery
– Burnout
  – Exhaustion as an Important Form of Distress
  – Frustration with Belonging, Autonomy, and Efficacy
Plan: Job Crafting for Energy

– Tweaking Demand
  – How Flexible are Demands?
  – Can Anyone Help Manage Demands?
  – What is the Balance of Tedium to Challenge?

– Building Resources
  – What Really Helps Get the Work Done?
    – People
    – Stuff
  – How Do You Address Resource Gaps?
    – Who Has to Say Yes
Act:
Recovery Cycles for Energy

- Recovery at Work
  - Movement, Variety, Pacing
  - Physical Rest
  - Fitness, Nutrition
  - Peaceful Moments
- Recovery at Home
  - Fitness
  - Social
  - Sleep
  - Vacation, Variety
- What Recovery Strategies Work? What Strategies Fall Short?
Frustration: Workplace Community Problems

- Social Mistreatment
  - Bullying
  - Abuse
  - Aggression
- Poor Workplace Culture
  - Incivility
  - Disrespect
  - Low Contact
Belonging: Workplace Community Problems

- Increasing Civility
  - Acknowledgement,
  - Appreciation
  - Accommodation
- Culture of Civility & Respect
  - Explicit Action on Civility & Respect
  - Civility Interventions
Civility Intervention: CREW & CARAWay

- Put Civility on the Agenda
  - Talk About Relationships
  - Making an Org Value Explicit
- Problem Solving Format
  - Constructive Relationships as Primary Resource
  - Responsibility to Address Dysfunctional Relationships
- Group Process
  - Interactive Format: Sharing Concerns about Relationships
  - Role Plays and Structured Exercises
Intervention Format

CREW
  – Focus: Broad Group Process
  – Group Format
    – 20-25 Weekly Meetings
    – 10-15 Member Groups
  – Research Foundation

CARAWay
  – Focus: Civility & Respect
  – Group Format
    – 4-6 Monthly Meetings
    – 10-40 Member Groups
  – Encouraging Pilot
Individual Action

- First Step: Recruit an Ally
  - Emotional Support
  - Structuring Both Sides of an Interaction
- Maintaining Focus
  - Measurement
    - Baseline
    - Ongoing
    - Afterwards
  - Public Commitment
Assess

- Organizational
  - Surveys
  - Institutional Records
  - Workgroup Monitoring
- Personal
  - Keeping A Diary
  - Charting Countables
Refine

– Analyze
  – Group Evaluation
  – Individual Reflection
– Emphasize What’s Working
– Change What’s Not Working
Conclusion

– Burnout = Imbalance and Frustration
  – Energy Imbalance
    – Finding a New Alignment
      – Crafting the Job
      – Increasing One’s Capacity
    – More Effective Recovery
  – Frustration
    – Crafting the Job
    – Initiating Change