

Energize and Empower:

Strategies for Overcoming Employee Burnout.

AGENDA

1- Burnout: myths, facts, and opinions



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2- Burnout and boreout:
differences and similarities



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4- Strategies for overcoming
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About me

- Bachelor's Degree in Organizational Psychology, 2013.
- Over 12 years of experience in HR roles, at large corporations and small startups, mainly focused in talent acquisition.
- Co-founder and Talent Solutions Director at Palermo Advisors.
- Wrote a thesis about the impact of organizational factors over violent behaviors at healthcare companies.



Understanding the problem: what is burnout?

“A state of physical, emotional and/or mental exhaustion, accompanied by decreased motivation, lowered performance and negative attitudes towards oneself and others” (American Psychological Association).

Researchers and authors Emily and Amelia Nagoski define three main components of burnout:

- emotional exhaustion
- decreased sense of accomplishment
- moments of depersonalization (i.e. staring at things and not being able to remember what you were doing).



Some common myths and facts:

#1

It could best be described as a temporary spike in stress.

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Some common myths and facts:

#2

It is an individual problem, so it depends on personal resources to deal with work-related stress.

In 2022, the World Health Organization classified burnout syndrome as a work-related disease, and clarified that it is a specific phenomenon of the work context.

Additionally, a Gallup study found that four of the top five causes for employee burnout were related to lack of management support, unfair treatment at work, unmanageable workload, and lack of role clarity.



Some common myths and facts:

#3

Burnout is a buzzword because so many people have quit their jobs in the last couple of years.

Burnout began to be investigated since the early 90s, due to its relationship with productivity and turnover rates.

Deloitte has been conducting its Workplace Burnout Survey for eight years, targeting full-time corporate professionals employed in the US, and has found that more than 75% of those professionals have experienced burnout in their jobs, despite the fact that +80% said they had a passion for their work.



Deloitte also found that burnout affects especially **millennial employees retention**.

Simon Sinek, author and inspirational speaker on leadership and business topics (Start With Why and The Infinite Game are his most popular books), researched on why millennials and Gen Z are more likely to experience burnout.

Comparing demographic data, he investigated that in these generations, for a variety of reasons, people are lonelier in terms of how they live their lives. The use of technology at work often favors self-sufficiency and sometimes isolation. **We can take the real example of remote work**. We spend a lot of time working alone, it's hard to set boundaries. And we don't always get constant feedback about what we do. If we do not receive any good or bad feedback in our work for some time, it is as if we do not exist for the organization. There is a risk of becoming purposeless.

Burnout and Boreout:

Boreout is when the employee feels bored and unmotivated, usually due to a lack of challenge at work (i.e. monotonous and repetitive routines) and the absence of opportunities for development and growth. It is usually related to low engagement.

Recently, while burnout was connected to the so-called Great Resignation movement, boreout was associated to the one called Quiet Quitting.



Burnout and Boreout: the differences

Boreout occurs only in the workplace, while **burnout** affects life both at work and outside of it. The personal consequences of burnout often run deeper.

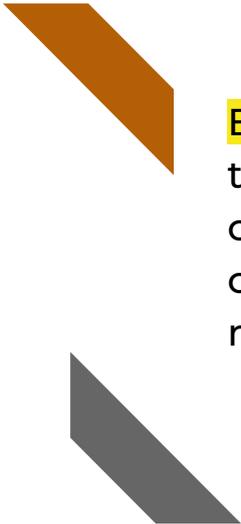


Burnout is often visible in everyday behaviors, while **boreout** can be mostly invisible. Symptoms of boreout can be demoralization, apathy, and a lack of desire to participate, while people with burnout deal with anxiety, irritability, fatigue, and sometimes depression.

Burnout and Boreout: similarities

Both can have a serious impact on productivity and employee attrition.

Both can make people feel worthless, powerless, trapped in a job devoid of purpose and motivation.



Both can be triggered by (almost) the same variables, linked to the culture of the organization, the characteristics of the role and the management of expectations.

Causes and impact of burnout in organizations:

Between April and September 2021, more than **24 million American employees left their jobs**, an all-time record.

Most surveys and research pointed to **"job dissatisfaction"** as a frequent cause of these mass resignations.

The MIT Sloan School of Management analyzed factors driving this mass resignation, and the results were telling: A work culture perceived as “toxic” was 10.4% more likely to contribute to **employee attrition** than factors like pay or COVID safety.



Causes and impact of burnout in organizations:

According to a Deloitte survey in the U.S., the top driver of burnout is **lack of support or recognition from leadership**, followed by:

Lack of role clarity.

Unmanageable workload.

+ I would add:

Lack of a goal-driven performance evaluation.



What can we do?: 3 strategies for overcoming employee burnout:

1. Approach people with transparency:

- a. Set a clear expectation from the start with a full description of the role scope, as well as its added value.
- b. Set expectations for growth of that role.
- c. The talent acquisition strategy must be guided by transparency and honest conversations about those expectations.
- d. Share the news with transparency, both the good ones and the bad ones.

What can we do?: 3 strategies for overcoming employee burnout:

2. Energize people with an open feedback and a servant leadership culture:

- a. Establish actions and spaces for constant feedback in every direction.
- b. Set a servant leadership culture, rather than a culture of fear.
- c. Not everything should revolve around a leader, but each leader should have constant communication with his team to encourage the discussion of ideas for continuous improvement.
- d. Encourage people to talk about their feelings, and embrace differences.

What can we do?: 3 strategies for overcoming employee burnout:

3. Energize people with human presence and technology:

- a. There must be **always** an onboarding process, and **always** be focused on people engagement and identification with the company.
- b. Set a clear performance evaluation process, focused on transparency and real-time feedback.
- c. Become an advocate of the efficiency of your team, offering your constant support and mentoring.
- d. It recognizes that a healthy work-life balance is a key factor in the mental health of each person, as well as the productivity of a company.

Thanks!

