What is Burnout?

A syndrome resulting from chronic workplace stress characterized by exhaustion, energy depletion, mental distance from and cynicism toward one’s job, and reduced efficacy

*note: people pleasers, perfectionists, and people who identify closely with their work are at an increased risk of experiencing burnout*
<table>
<thead>
<tr>
<th>Causes</th>
<th>Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overwhelming volume of or lack of control over work</td>
<td>Physical and mental health concerns</td>
</tr>
<tr>
<td>Insufficient reward (monetary and non-monetary)</td>
<td>Decreased job satisfaction and retention</td>
</tr>
<tr>
<td>Unfair or inequitable allocation of responsibilities and rewards</td>
<td>Decreased productivity and sense of accomplishment</td>
</tr>
<tr>
<td>Workplace community and culture problems</td>
<td></td>
</tr>
<tr>
<td>Dissonance between personal values and job requirements</td>
<td></td>
</tr>
</tbody>
</table>
Prevalence of Burnout in Higher Ed

To what extent have you felt stressed?

End of 2019
- Extremely: 9%
- Very: 23%
- Somewhat: 38%
- A little: 24%
- Not at all: 6%

Past Month
- Extremely: 33%
- Very: 36%
- Somewhat: 21%
- A little: 7%
- Not at all: 2%

https://www.chronicle.com/events/virtual/faculty-career-paths-a-conversation-for-presidents
Effects of Burnout in Higher Ed

Since the start of 2020, have you seriously considered: (select all that apply)

- Changing careers and leaving higher education: 38%
- Changing jobs within higher education: 29%
- Retiring: 27%
- None of the above: 37%
Mitigation Strategies

Organizational

- Break the silence about burnout. Acknowledge it, talk about it, listen to people’s needs and provide tangibly for those needs to the greatest extent possible
- Understand the limitations of the environment, avoid toxic expectations and rigidity, and communicate what “good enough” looks like on the work being done
- Model balance and implementation of personal mitigating strategies

Personal

- Nutrition, sleep, and physical activity
- Mindfulness, self-compassion, and relaxation strategies
- Boundaries, breaks, and creating moments to decompress
- Optimizing your energizers
Reflection

Think back on the past year, identify a few times that you felt most energized at work or by your work?
Examples of what might have been required and/or implicated

**Relational**
- Collaboration
- Compassion
- Developing Others
- Empathy
- Leading
- Persuasiveness
- Relationship Building

**Emotional**
- Courage
- Emotional Control
- Enthusiasm
- Optimism
- Resilience
- Self-confidence

**Thinking**
- Pragmatism
- Creativity
- Critical Thinking
- Detail Orientation
- Strategic Thinking

**Execution**
- Decisiveness
- Efficiency
- Flexibility
- Initiative
- Results Focus
- Self-Improvement
Think back on the past year, identify a few times that you felt most *drained* at work or by your work?
Examples of what might have been required and/or implicated

<table>
<thead>
<tr>
<th>Relational</th>
<th>Emotional</th>
<th>Thinking</th>
<th>Execution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration</td>
<td>Courage</td>
<td>Pragmatism</td>
<td>Decisiveness</td>
</tr>
<tr>
<td>Compassion</td>
<td>Emotional Control</td>
<td>Creativity</td>
<td>Efficiency</td>
</tr>
<tr>
<td>Developing Others</td>
<td>Enthusiasm</td>
<td>Critical Thinking</td>
<td>Flexibility</td>
</tr>
<tr>
<td>Empathy</td>
<td>Optimism</td>
<td>Detail Orientation</td>
<td>Initiative</td>
</tr>
<tr>
<td>Leading</td>
<td>Resilience</td>
<td>Strategic Thinking</td>
<td>Results Focus</td>
</tr>
<tr>
<td>Persuasiveness</td>
<td>Self-confidence</td>
<td></td>
<td>Self-Improvement</td>
</tr>
<tr>
<td>Relationship Building</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
AREAS OF COMPETENCE
SKILLS, KNOWLEDGE & ABILITIES

AREAS THAT ENERGIZE YOU
STRENGTHS OR ‘ENERGIZERS’

ZONE OF PEAK PERFORMANCE
Optimizing your strengths
• Using the right amount of your best suited strengths for the given situation

Reducing performance risks
• Limiting drainers
• Strengths in overdrive
Using the right amount of your best suited energizers for the given situation
Courage ➔ Recklessness
Leadership ➔ Domineering and controlling
Critical Thinking ➔ Overly critical, nit picky, or cynical
Decisiveness ➔ Rash and overhasty decision making
Detail Orientation ➔ Toxic perfectionism or micromanaging

Strengths in Overdrive: Too much of a good thing
Strategies to Address Strengths in Overdrive

Mindfulness

Pragmatism
Empathy

Moderator Strengths

Empathy
Pragmatism
Empathy
Strengths Reflection & Discussion

• Are there any of your strengths you suspect might be in overdrive?
• What can you do to mitigate?
• What moderator strengths might you dial up?
• Are there any strengths that you are not exercising?
• What could you do to incorporate those strengths either at work or outside?

1 minute reflection followed by 8-10 minutes to discuss in breakout rooms
Dealing with Drainers

Are you willing to do something about it?

Yes

Stop doing it?
Change the process?
Outsource or delegate it?
Reframe it?
Learn about it?
Own it.

No

Own it.
Drainers Reflection & Discussion

• Think back on the last year, which drainers were being tapped into?

• What strategies for dealing with drainers do you want to try?

1 minute reflection followed by 8-10 minutes to discuss in breakout rooms
Building & Protecting the Energy of Your Team or Those You Support

• What were some their greatest achievements in the past year?
• What combination of strengths did it take to achieve?
• How could you optimize the energizers of your team or those you support?
• Are you seeing burnout right now? How does that connect to energizers and drainers?
• What strategies could you use to optimize strengths and reduce performance risks?