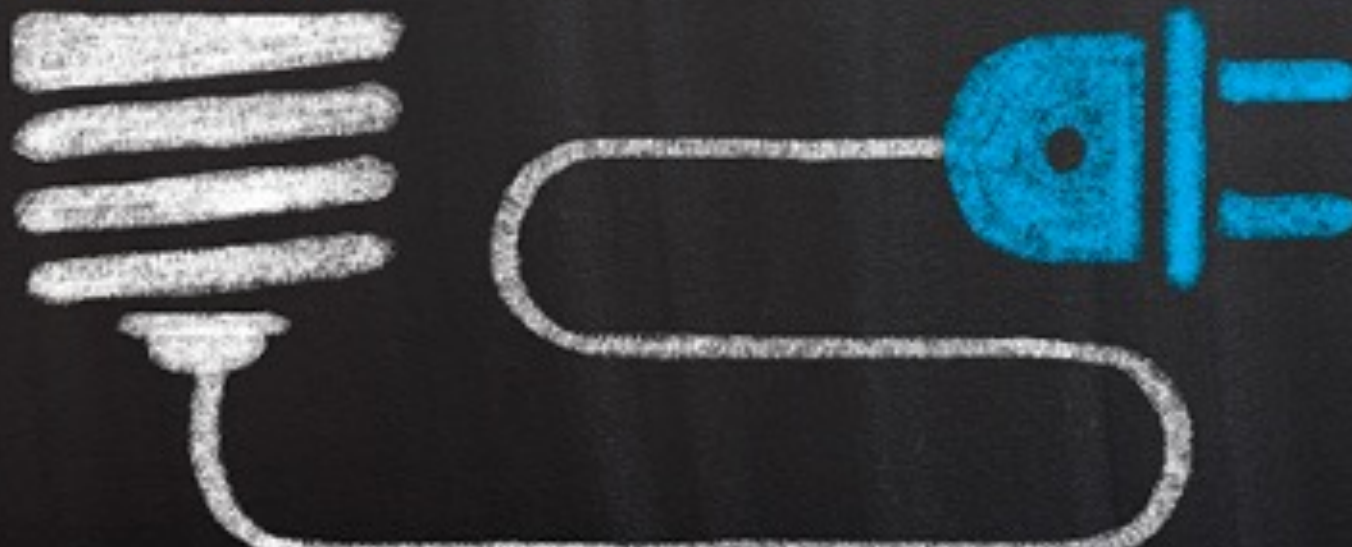




Building & Protecting Your Energy

March 20, 2023



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*

Causes & Effects

Causes

Overwhelming volume of or lack of control over work

Insufficient reward (monetary and non-monetary)

Unfair or inequitable allocation of responsibilities and rewards

Workplace community and culture problems

Dissonance between personal values and job requirements

Effects

Physical and mental health concerns

Decreased job satisfaction and retention

Decreased productivity and sense of accomplishment

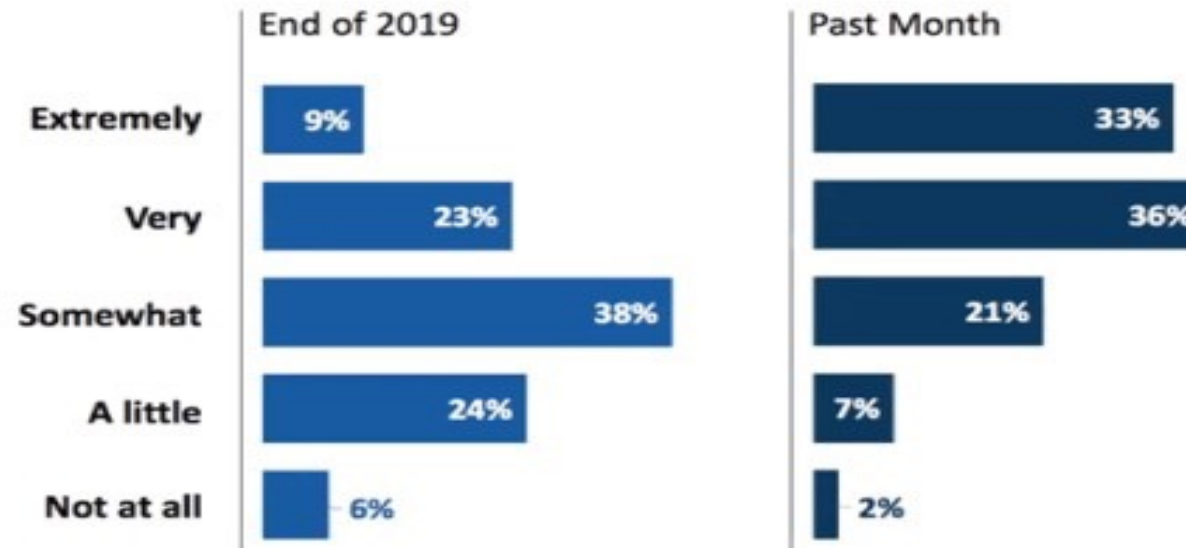
Prevalence of Burnout in Higher Ed



FACULTY WELL-BEING AND CAREER PATHS:
WHAT COLLEGE LEADERS NEED TO KNOW



To what extent have you felt stressed?



Effects of Burnout in Higher Ed



FACULTY WELL-BEING AND CAREER PATHS:
WHAT COLLEGE LEADERS NEED TO KNOW

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

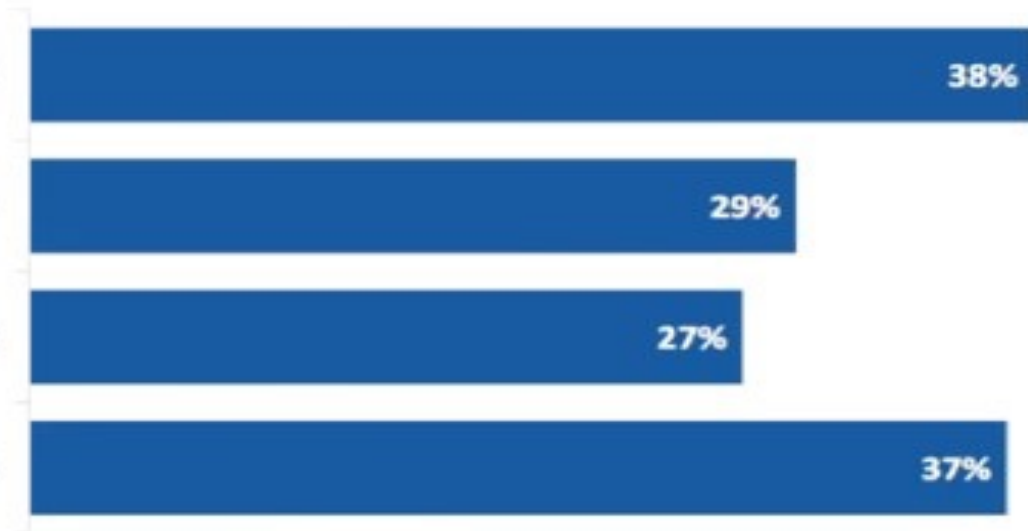
29%

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



Reflection

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

Relational

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

Emotional

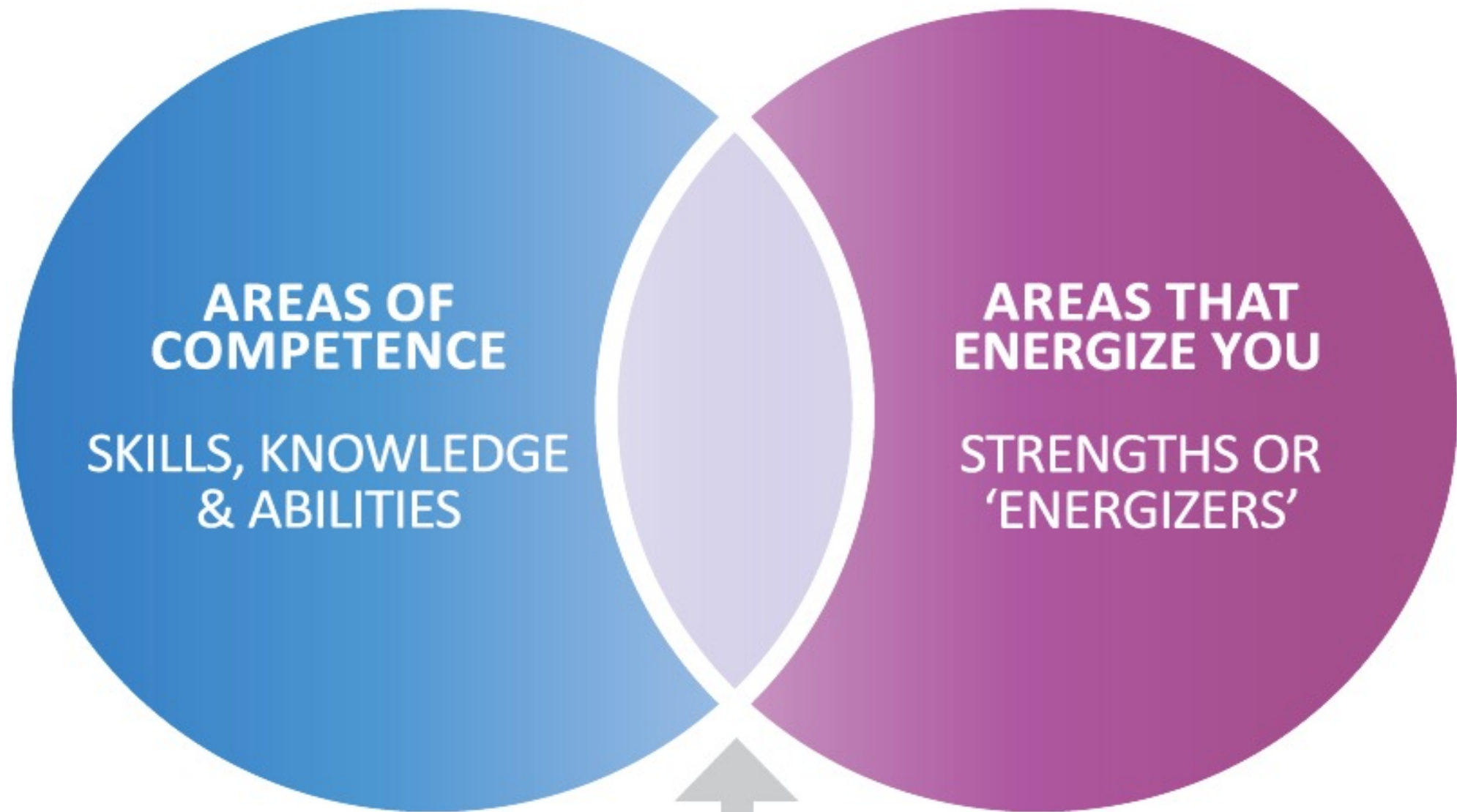
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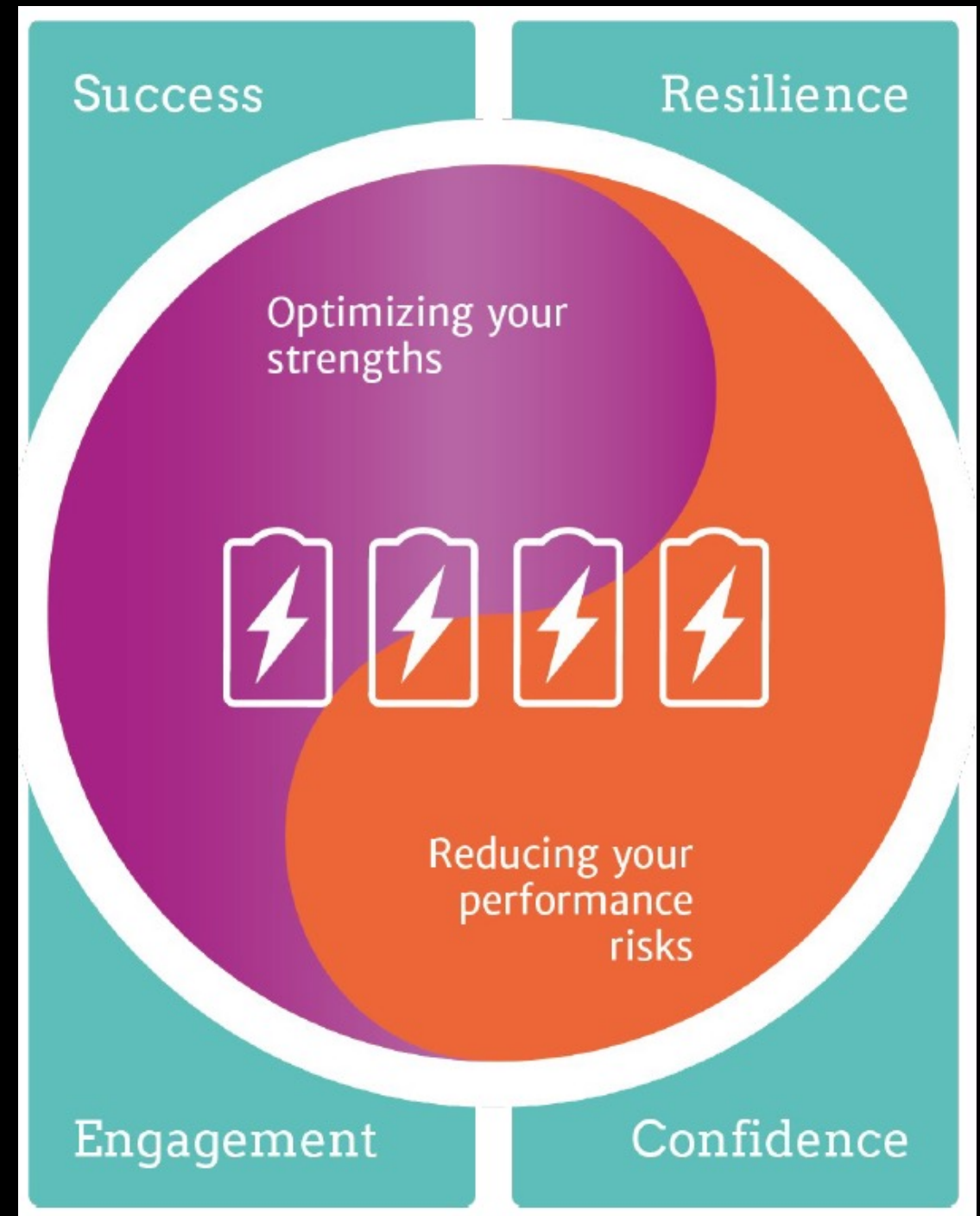
ZONE OF PEAK PERFORMANCE

Optimizing your strengths

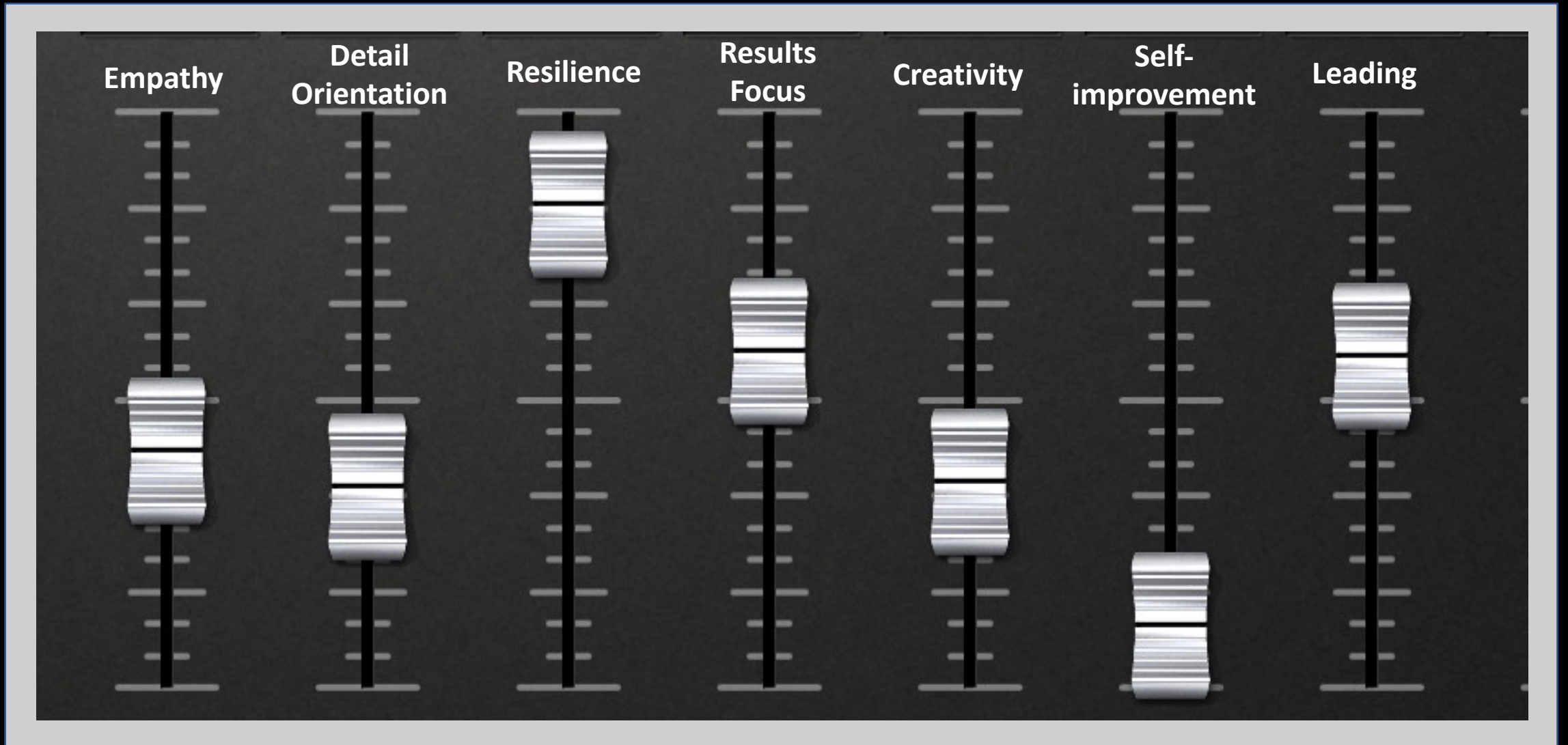
- Using the right amount of your best suited strengths for the given situation

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

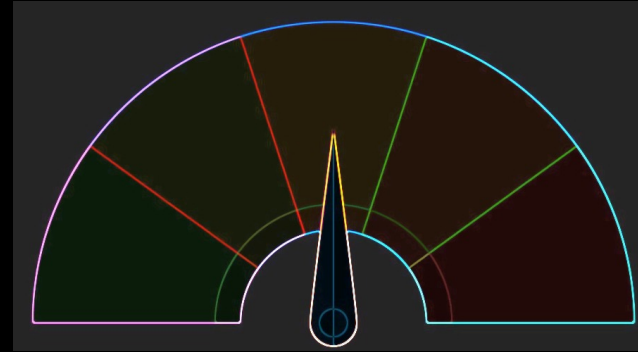
Decisiveness → Rash and overhasty decision making

Detail Orientation → Toxic perfectionism or micromanaging

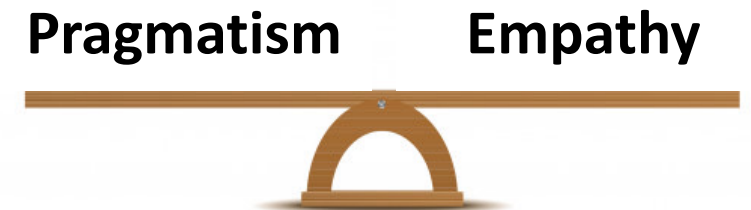
Strengths in Overdrive: Too much of a good thing

Strategies to Address Strengths in Overdrive

Mindfulness



Moderator Strengths





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

No

Stop
doing it?

Change
the
process?

Outsource
or
delegate
it?

Reframe
it?

Learn
about it?

Own it.

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?