Texas Association for Home Care & Hospice
Leading ★ Advancing ★ Advocating

Winter Conference
Wednesday, February 21, 2024
2:00pm-3:15pm

3d. Leading with Resilience: Navigating Burnout in the C-Suite for Peers and Employees

Presented by:

Marcylle Combs, MS, RN, BS, CHCE, President,
The Marcylle Combs Company; President, MAC Legacy

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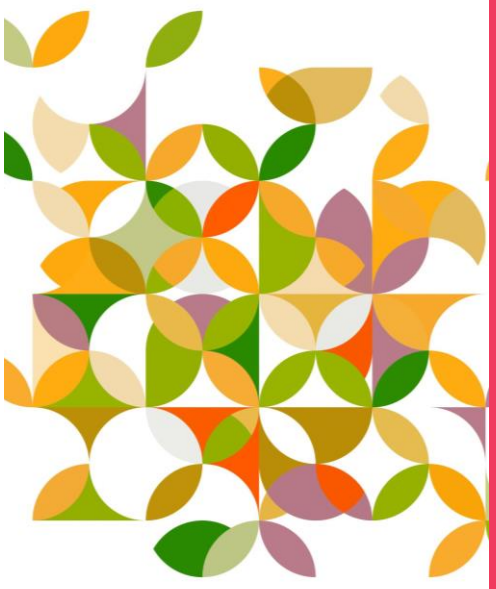
Leading with Resilience:

Navigating Burnout in the C-suite for Peers and Employees

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MAC LEGACY

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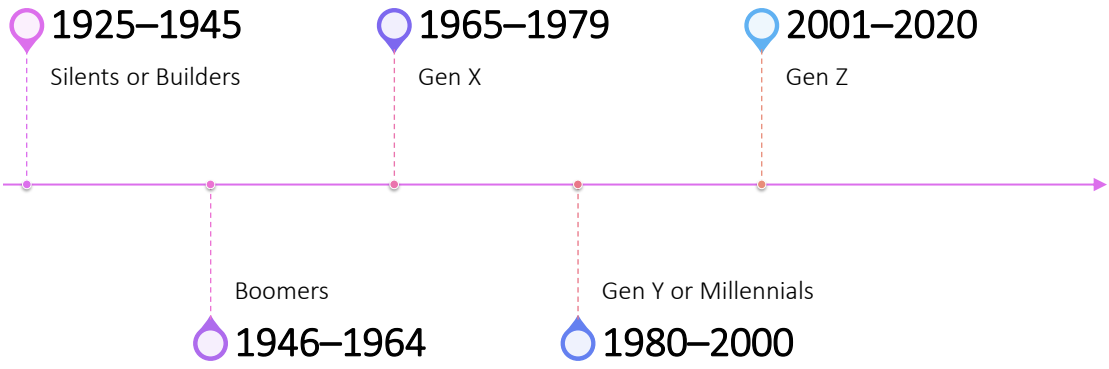


"Do not judge me by my success, judge me by how many times I fell down and got back up again." –

Nelson Mandela

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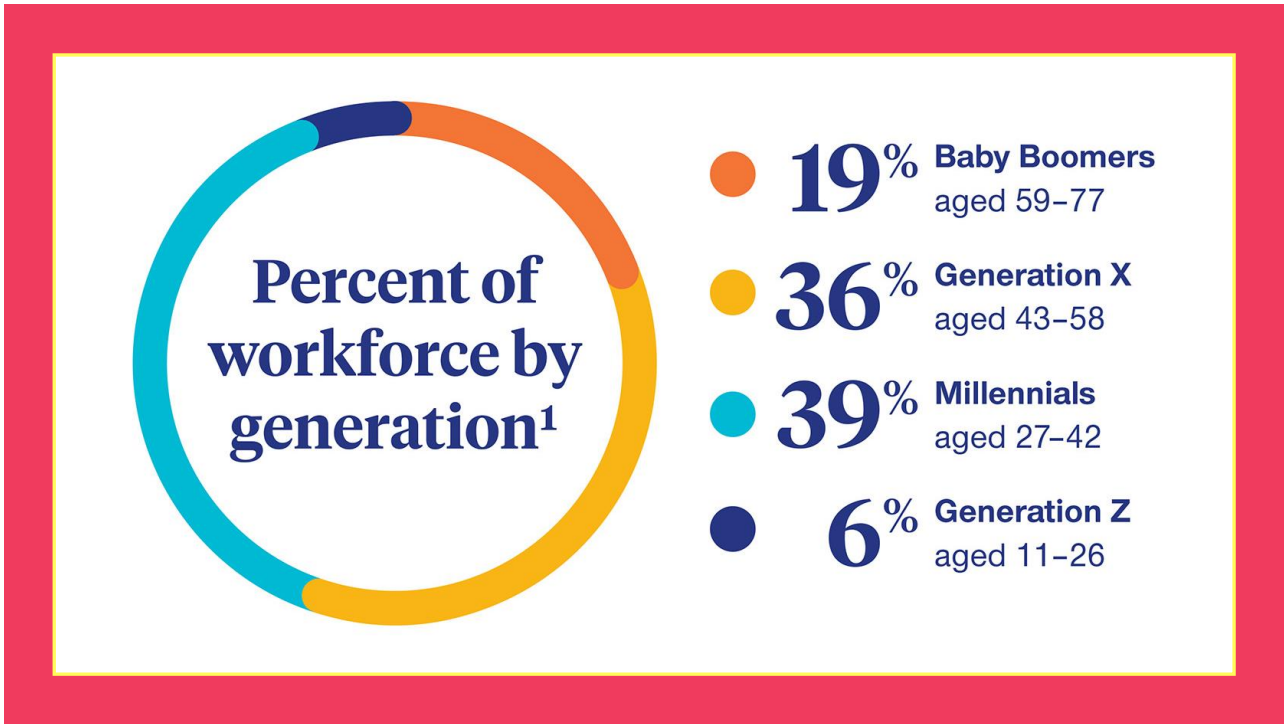
The Generations



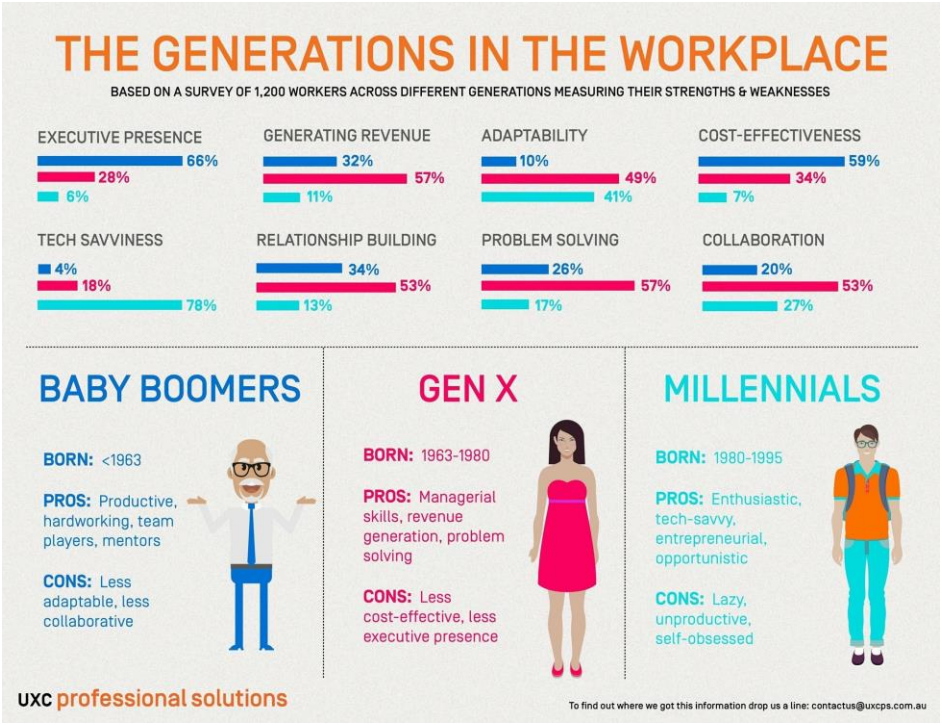
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GENERATION	CAREER DRIVERS	WORK STYLE
BOOMERS (1946 - 1964) "ME" GENERATION	Workaholic, loyal to company, pensions, 401K	Good delegators, team players, believe in "paying your dues"
GENERATION X (1965 - 1980) "SANDWICH GENERATION"	"Meat" of the operation, most leadership positions, work/life balance	Follow rules, independent, resourceful, innovative, hard workers
GENERATION Y (1981 - 1996) "MILLENNIALS"	Flexibility, purposeful work, maintain skills, stay competitive	Prefer small groups, high level of cooperation & flexibility
GENERATION Z (1997 - 2015) "DIGITAL NATIVES"	Concerned about security and money, more pragmatic than Millennials	"Show Me" generation: need step-by-step instructions, face-to-face communication with managers

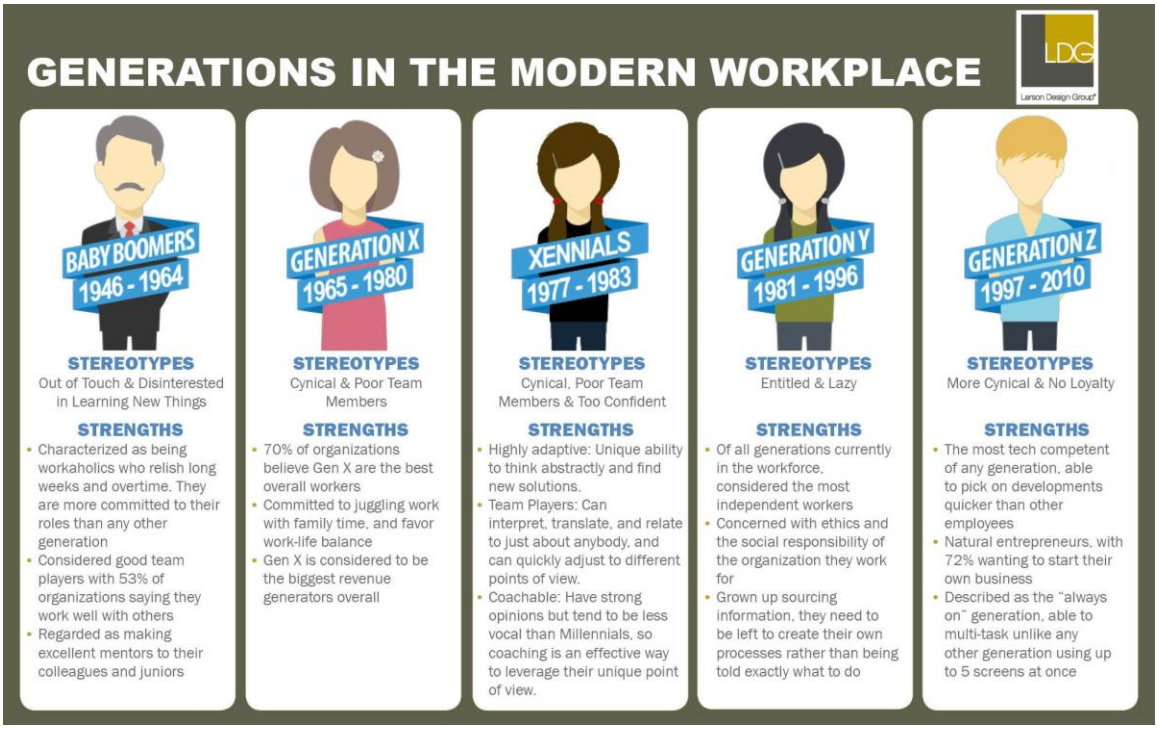
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Percent of workforce by generation[1]
19% Baby Boomers aged 59–77
36% Generation X aged 43–58
39% Millennials aged 27–42
6% Generation Z aged 11–26

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THE GENERATIONS IN THE WORKPLACE
BASED ON A SURVEY OF 1,200 WORKERS ACROSS DIFFERENT GENERATIONS MEASURING THEIR STRENGTHS & WEAKNESSES
EXECUTIVE PRESENCE
66%
28%
6%
GENERATING REVENUE
32%
57%
11%
ADAPTABILITY
10%
49%
41%
COST-EFFECTIVENESS
59%
34%
7%
TECH SAVVINESS
4%
18%
78%
RELATIONSHIP BUILDING
34%
53%
13%
PROBLEM SOLVING
26%
57%
17%
COLLABORATION
20%
53%
27%
BABY BOOMERS
BORN: <1963
PROS: Productive, hardworking, team players, mentors
CONS: Less adaptable, less collaborative
GEN X
BORN: 1963-1980
PROS: Managerial skills, revenue generation, problem solving
CONS: Less cost-effective, less executive presence
MILLENNIALS
BORN: 1980-1995
PROS: Enthusiastic, tech-savvy, entrepreneurial, opportunistic
CONS: Lazy, unproductive, self-obsessed
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The Sandwich Generation

- Boomers and Gen X
- Taking care of aging parents, raising children and/or grandchildren at the same time.
- More Gen X'ers don't believe they will be retiring when their parents did
- 66% of Gen X women and 55% of Gen X men want flexible work arrangements
- 70% prefer to work independently

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Millennials in the Workplace

21% have changed jobs within a year

28% hope to stay more than 5 years with current company

35% quit because they receive a better opportunity

57% are satisfied with their pay

72% of female millennials are employed

26% have 2 or more jobs

29% are engaged at work

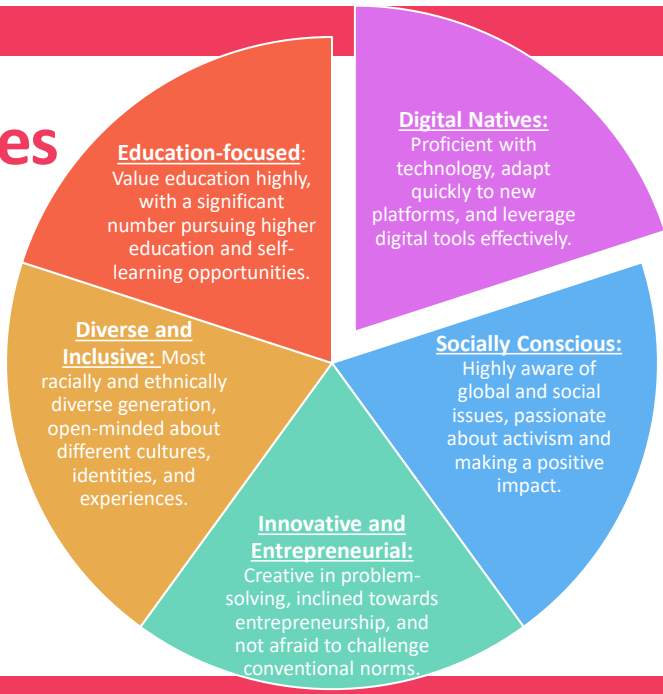
43% plan on retiring before reaching the age of 65

66% are employed full-time

75% believe that organizations are focused on their own good.

9

Gen Z Positives



10

Mental Health Challenges: High rates of anxiety, depression, & stress, due to social media & academic pressures

Short Attention Spans: Used to fast-paced digital environments; can lead to challenges with long-term focus & deep engagement

Less Face-to-Face Communication Skills: Rely on digital communication. Hinders interpersonal skills & deep relationships

Economic and Environmental Anxieties: Concerns about job security, climate change, & global instability affect their outlook & decisions

Gen Z Negative Attributes

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DISC PERSONALITY TYPE D: DOMINENCE

CHARACTERISTICS:

- Direct, decisive, and driven
- Thrive on accomplishment and control
- May become impatient and stressed when they encounter inefficiencies or feel they're not making progress quickly enough

GOALS:

- Help them define clear, challenging, but achievable goals to direct their energy productively

DECISION-MAKING:

- Allow them autonomy in how they achieve goals to reduce frustration with constraints

IMPORTANT REMINDERS:

- Remind them of the importance of taking short, regular breaks to prevent burnout, even if they resist stepping away from their work

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DISC PERSONALITY TYPE I: INFLUENCE

CHARACTERISTICS:

- Sociable, enthusiastic, thrive on collaboration & positive interactions.
- May experience burnout when isolated or when their work doesn't allow for interpersonal engagement

SOCIAL SUPPORT:

- Encourage regular social interactions, even if virtual, to keep their spirits up and provide emotional support

CREATIVE OUTLETS:

- Provide opportunities for creative expression and innovative projects to keep them engaged and motivated.

POSITIVE FEEDBACK:

- Regular, positive reinforcement can help maintain their enthusiasm and energy levels.

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DISC PERSONALITY TYPE S: Steadfastness

CHARACTERISTICS:

- Calm, patient, and consistent.
- Value stability
- Overwhelmed by rapid change or high-pressure situations.

PREDICTABLE ROUTINES:

- Establish a stable routine to reduce stress from unpredictability and change.

SUPPORT SYSTEM:

- Encourage a strong support network
- Provide reassurance and assistance during challenging times.

MANAGE WORKLOAD:

- Ensure workload is consistent and manageable
- Provide ample warning & support for any upcoming changes.

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DISC PERSONALITY TYPE C: Conscientiousness

CHARACTERISTICS:

- Analytical, detail-oriented, prioritize accuracy and quality.
- Stressed by ambiguity, tight deadlines, or perceived inefficiencies.

CLEAR EXPECTATIONS:

- Provide clear, detailed instructions and expectations to reduce anxiety over uncertainty or making mistakes.

TIME MANAGEMENT:

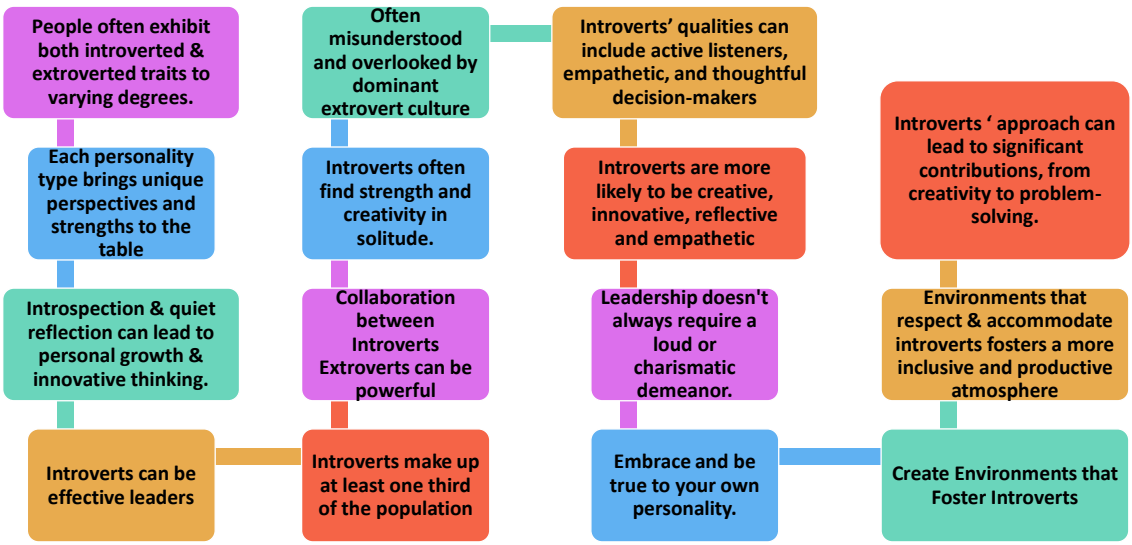
- Assist in developing effective time management strategies to handle workload efficiently without compromising quality.

STRESS MANAGEMENT TECHNIQUES:

- Encourage mindfulness, meditation, or regular physical activity

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Introverts in the Workplace



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"Burnout is nature's way of telling you, you've been going through the motions and your soul has departed; you're a zombie, a member of the walking dead, a sleepwalker."
– Sam Keen

– Sam Keen

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Burnout Defined



- A state of emotional, mental, and often physical exhaustion
- Brought on by prolonged or repeated stress
- Most often caused by problems at work
- Can also appear in other areas of life, such as parenting, caretaking, or romantic relationships

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Common Causes of Burnout

- Feeling chronically overloaded and lacking opportunities to rest and recover
- **Lack of autonomy, access to resources, and a say in decisions**
- The extrinsic and intrinsic rewards for your job do not match the amount of effort and time you put into them
- **Lack of supportive and trusting relationships around you**
- Belief that you do not receive fair and equitable treatment
- **Values do not match those of the leaders and the company.**
- Working toward a goal that doesn't resonate
- **Responsibilities don't match a true calling**

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Signs and Symptoms of Burnout

PHYSICAL	EMOTIONAL	BEHAVIORAL
Fatigue	Cynicism	Isolation from responsibilities and relationships.
Headaches	Irritability	Decrease Productivity
Muscle Tension	Lack of satisfaction from achievements	Changes in sleep and eating patterns

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The Worst Symptom of Burnout

Guilt for feeling like you haven't done enough to deserve to be burned out

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Overachiever: craves praises for achievements, feels guilty if not working on something, holds distorted and unrealistic expectations of yourself and others, such as judging a healthy, balanced schedule as unambitious or lazy.



Taskmaster: Judging yourself for not working hard enough, believing the harder you push, the more likely you are to succeed, insisting on an intense focus on discipline.



Perfectionist: Not allowing yourself to make any mistakes. Having trouble completing a project because you think there is always more room for improvement. Exhibiting an "all or nothing" mentality.

Types of Burnout Personality

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Types of Burnout

Controller / Micromanager:
- Can't trust others to do a good job
- Believe "If you want it done right, do it yourself"
- Hhave a difficult time coping with uncertainty so you prepare for every scenario

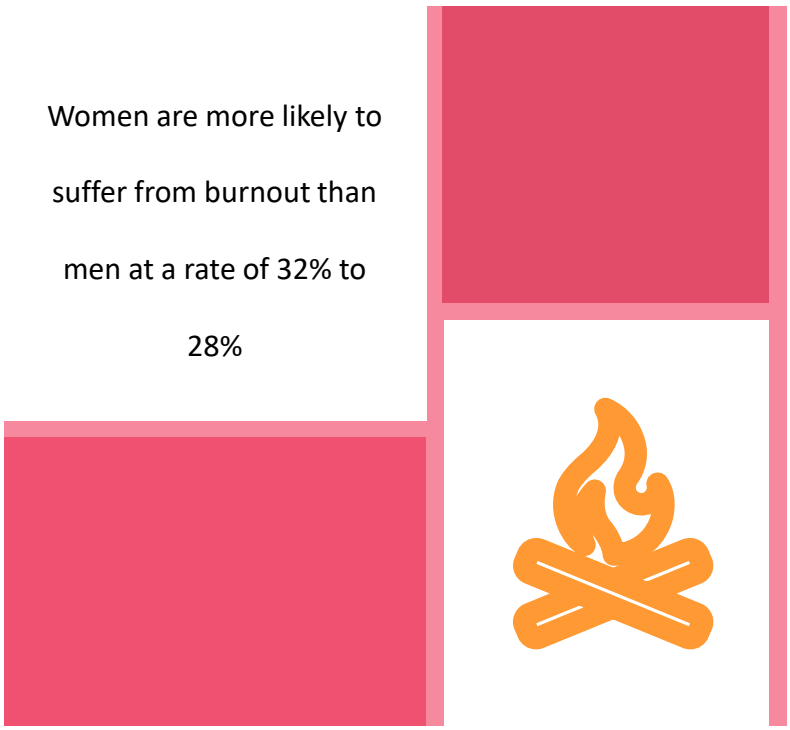
Competitor:
- Constantly compare yourself to others and idealizing people's lives
- Working yourself to exhaustion to stay ahead
- Getting upset about others' successes or secretly wishing failure on others

People Pleaser:
- difficulty setting boundaries & saying no
- discomfort if someone is upset with you, so you always comply, difficulty asserting yourself.

Ruminator: spending more time thinking instead of doing, have trouble sleeping because your brain won't turn off, asking lots of "what if" questions, spending time worrying about things you have no control over

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Women are more likely to suffer from burnout than men at a rate of 32% to 28%



Burnout Is Like An Infection

It starts out small

It doesn't seem serious at first

It's easy to gloss over or make light of

Just like an infection, if you act quickly enough, a simple intervention might be enough to take care of it

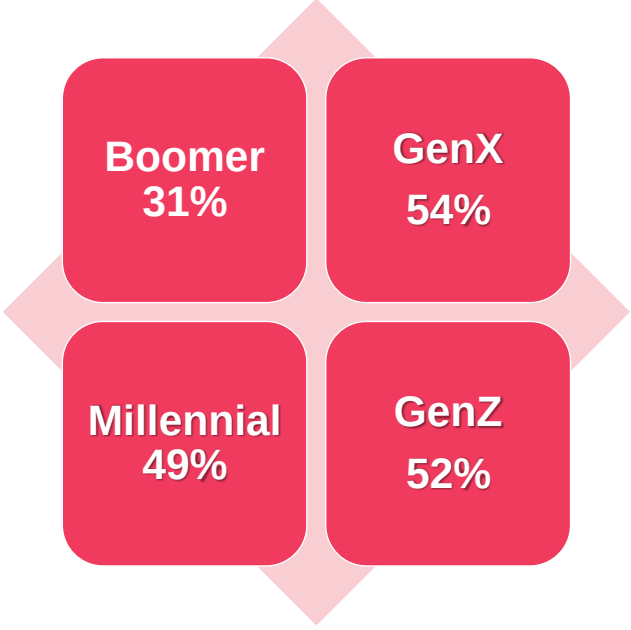
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Things Most People Don't Know About Burnout



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Burnout by the Generation



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Boomer Burnout Statistics

Nearly **70%** of baby boomers report high stress levels in the workplace, a key factor in burnout.

Over **50%** of boomers experience symptoms of burnout, such as chronic fatigue and reduced performance.

Boomers in high-pressure jobs, like healthcare, show the highest rates of burnout, at over **60%.**

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GenX Burnout Statistics

58% experience high levels of stress at work.

72% feel burned out by their many responsibilities, including caregiving and work.

64% report that work is a significant source of their stress.

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Millennial Burnout Statistics

65% report experiencing burnout at work

Millennial women are **30%** more likely to experience burnout compared to men

Attributed to financial pressures, job insecurity, and the pressure to succeed in all aspects of life

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Gen Z Burnout Statistics

nearly **50%** feel stressed all or most of the time

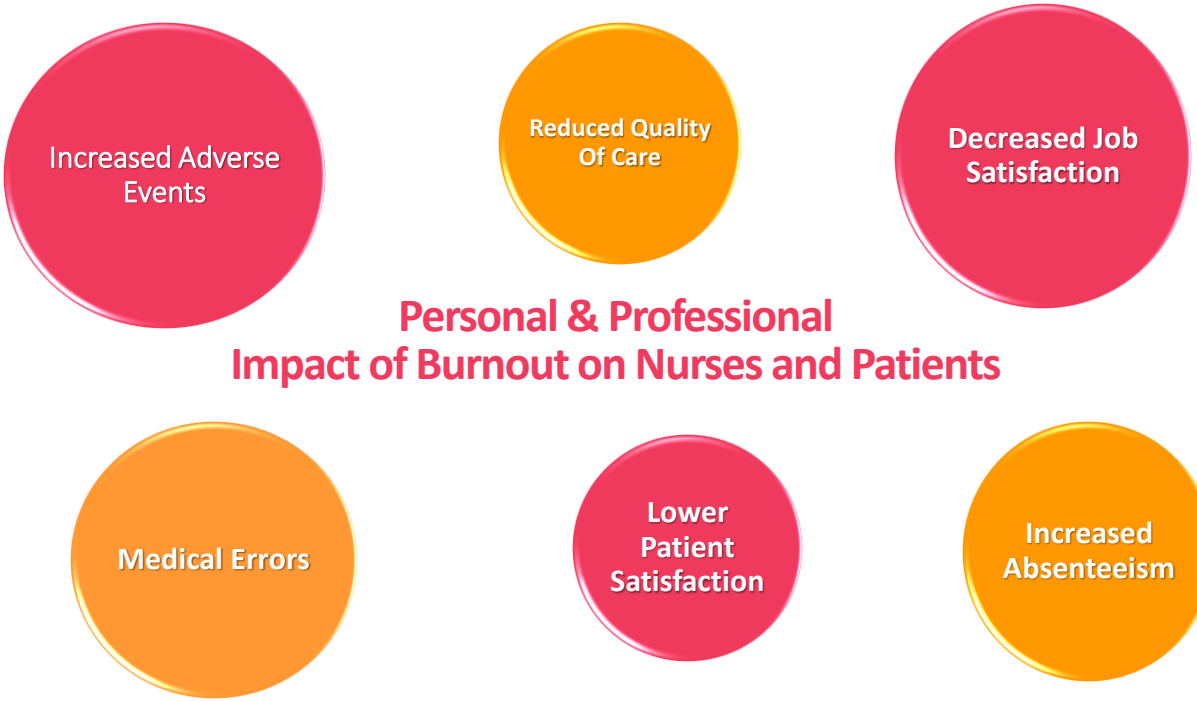
only **50%** believe it is managing its stress well

The stress has become "unmanageable" for **23%** of the demographic

98% say they're feeling symptoms of burnout from their jobs.

One in four wants to move to a different country, citing better access to healthcare and social services as the reason for doing so.

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Home Healthcare Burnout Statistics

The average burnout rate among home healthcare workers is **45%.**

67% of home healthcare providers report high levels of stress as a result of their work responsibilities.

Home healthcare burnout has increased by **20%** in the last two years.

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Hospice Burnout Statistics

The overall burnout rate among hospice workers is currently at **56%,** with nurses and healthcare aids being the most affected.

Emotional exhaustion is the most prevalent form of burnout, with **72%** of hospice workers reporting high levels of emotional fatigue.

In terms of job roles, **64%** of hospice nurses experience burnout, while **60%** of healthcare aids also struggle with this issue.

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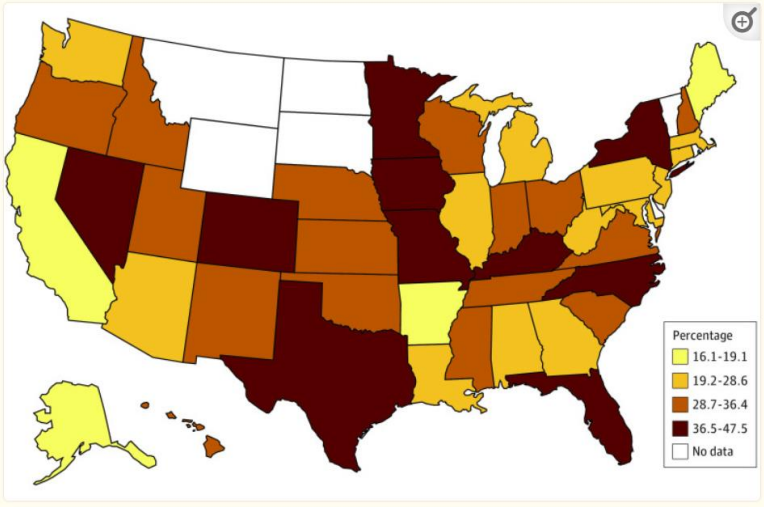


Figure 1.

State-Level Distribution of Nurses Who Left Their Jobs Owing to Burnout

Data are from the 2018 National Sample Survey of Registered Nurses.

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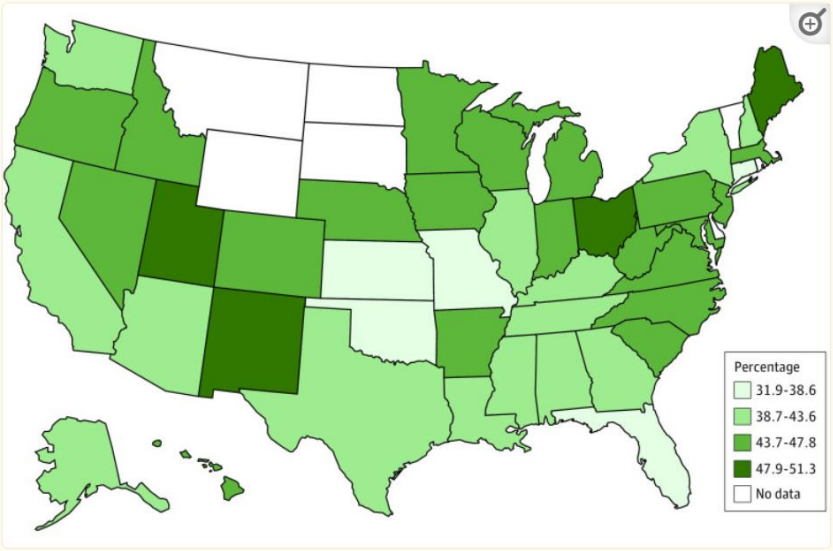
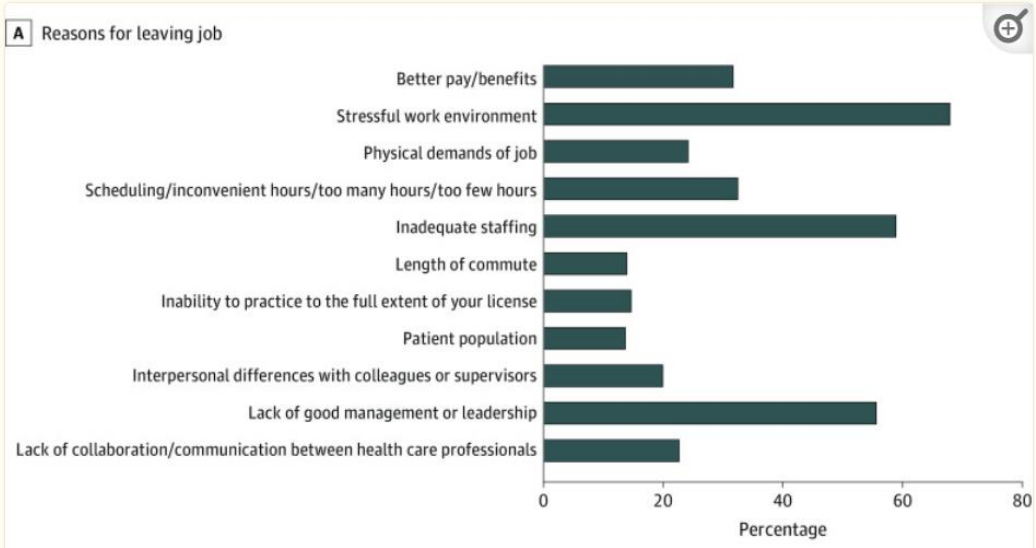


Figure 2.

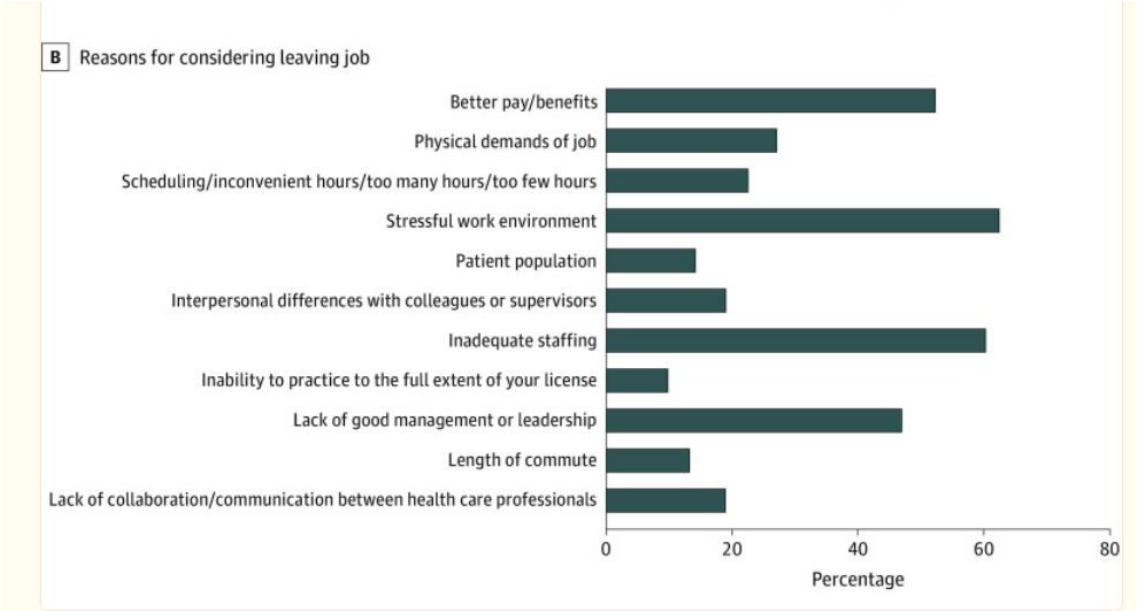
State-Level Distribution of Nurses Who Considered Leaving Their Jobs Owing to Burnout

Data are from the 2018 National Sample Survey of Registered Nurses.

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Leaders are Experiencing Burnout

High-pressure work environments have led to increased stress and burnout among CEOs and leaders.

The pandemic has amplified the problem, blurring the lines between work and personal life for many leaders.

Leadership burnout not only affects the individuals but also impacts company performance and employee morale.

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Some Statistics About The C-suite:

- Most sought-after skills:
  - Communication, relationship building, and people-oriented problem solving
  - These skills are more important than technical expertise, administrative skills, or financial savvy .
- **Average tenure**
  - **CEOs 7.2 years**
  - **CFOs 5.1 years**

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C- Suite Diversity

- Diversity is still low, especially for racial and ethnic minorities.
  - 80% White
  - 3.3% Black or African American
  - 6.8% Hispanic or Latino
  - 6.8% Asian
  - The most diverse C-suite position is Chief Human Resources Officer
  - The least diverse is Chief Information Officer

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CEO Burnout Statistics

Over **50%** of CEOs report feeling burnt out and exhausted from their work responsibilities.

Nearly **60%** of CEOs experience sleep disturbances due to work-related stress and pressure.

Around **45%** of CEOs admit to feeling emotionally drained and depleted as a result of their work duties.

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Key Causes for C-Suite Burnout

HIGH STRESS LEVELS

- High-pressure work environment
- Constant pressure of decision-making
- Responsibility for company performance
- Responsibility for critical decision-making

LONG HOURS AND WORKLOAD

- Working long hours, including weekends
- Constant Availability
- Heavy workload and time pressure

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CEO Burnout Statistics



- **72%** experience mental health issues due to work-related stress
- **58%** feel isolated in their roles, which contributes to higher stress levels
- **65%** report that they don't have enough time for personal activities due to work responsibilities
- **50%** admit to experiencing sleep disturbances as a result of job stress.

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Male CEO Burnout Statistics

60% of male CEOs reported experiencing symptoms of burnout, such as chronic stress and exhaustion.

The tech industry shows particularly high rates of male CEO burnout, with **70%** reporting work-related burnout.

Male CEOs aged 45-54 are the most affected, with **65%** experiencing burnout symptoms.

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Female CEO Burnout Statistics

60% reported experiencing symptoms of burnout.

The main contributing factors

long working hours **(70%)**

work-related stress **(85%)**

Lack of work-life balance **(65%)**

30% more likely to experience burnout compared to their male counterparts in similar positions

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Holistic Health

Includes physical, mental, social, and spiritual well-being

Experiencing positive holistic health in some areas doesn't mean the absence of burnout symptoms

While the two are negatively correlated, they can coexist

Positive work experiences create positively affect holistic health

Good holistic health is most strongly predicted by workplace enablers

Burnout is strongly predicted by unrelenting demands, while enablers help offset those challenges.

"workplace enablers" such as self-efficacy, or the idea that employees have confidence and control over their work

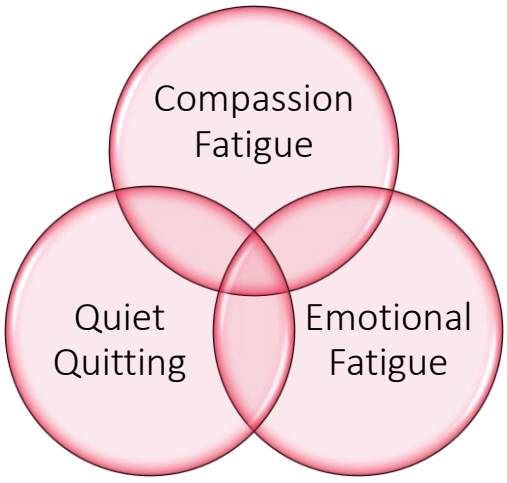
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The Impacts of Burnout

-30%	+50%	-40%	10M/yr
Productivity Loss	Increased Health Risks	Effect on Employee Morale	Financial Implications

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Impacts of Burnout



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Understanding Emotional Fatigue

- Emotional fatigue, or burnout, refers to a state of physical, emotional, and mental exhaustion caused by prolonged stress or anxiety.
- It is often the result of demanding work, traumatic events, or prolonged periods of stress, and can impact both personal and professional aspects of life.
- Emotional fatigue is characterized by a range of symptoms including irritability, lack of motivation, and difficulty concentrating.

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Emotional Fatigue Statistics

Over **60%** of employees experience symptoms of emotional fatigue

Workplace stress is the leading cause of emotional fatigue, affecting **45%** of workers

Women are **30%** more likely to experience emotional fatigue than men

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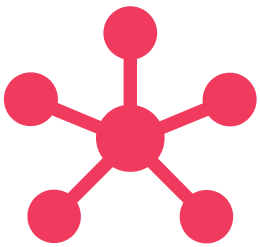
What Is Compassion Fatigue?

- Compassion fatigue occurs when helping professionals witness people's suffering
- May transpire during a traumatic event or as a client recounts the event
- Over time, helping professionals are less able to cope with the secondary trauma they experience from repeated exposure

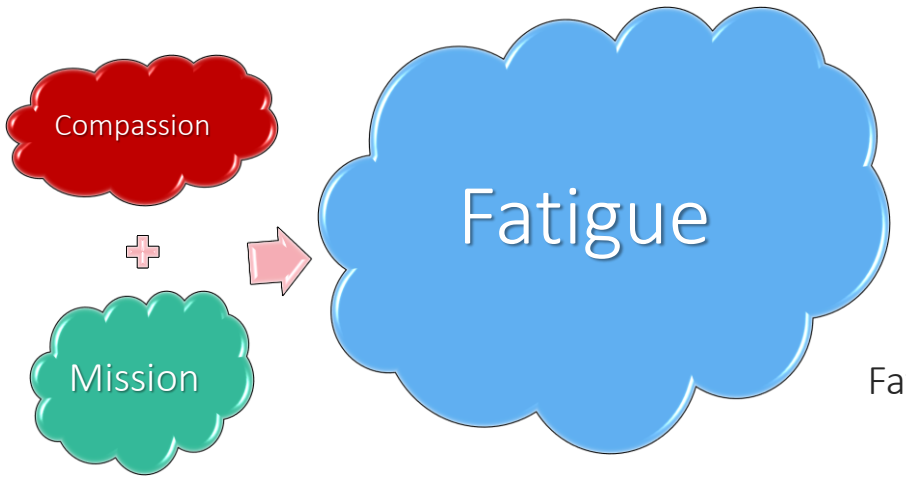


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The Link Between Compassion Fatigue & Quiet Quitting



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Fatigue results in

QUIET QUITTING

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BAND AID APPROACHES

Some time off

An afternoon yoga class

Better time-management skills

These may be helpful for releasing stress, but unlikely to address burnout

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Neuroplasticity

Every thought, feeling or action that we engage in triggers thousands of neurons that join together to form neural networks.

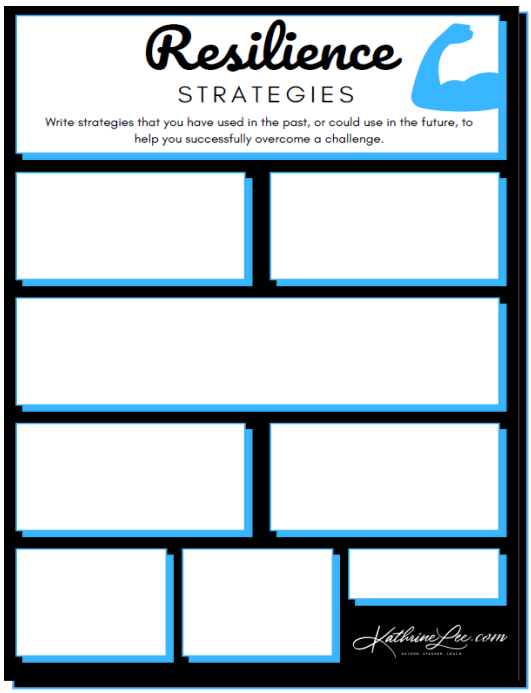
Patterns of behavior that are repeated become automatic



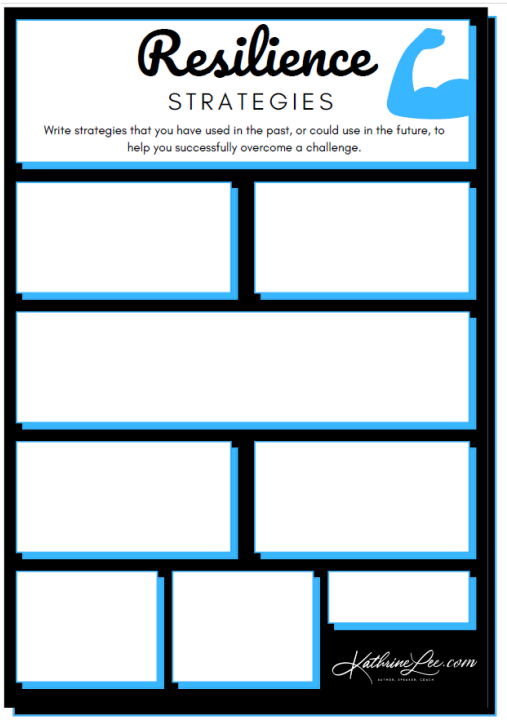
Patterns of behavior that are interrupted dissipate

The more we engage in a particular thought, feeling or action, the more we strengthen the associated neural networks, the quicker signals can be processed, until eventually signals can be processed almost instantly.

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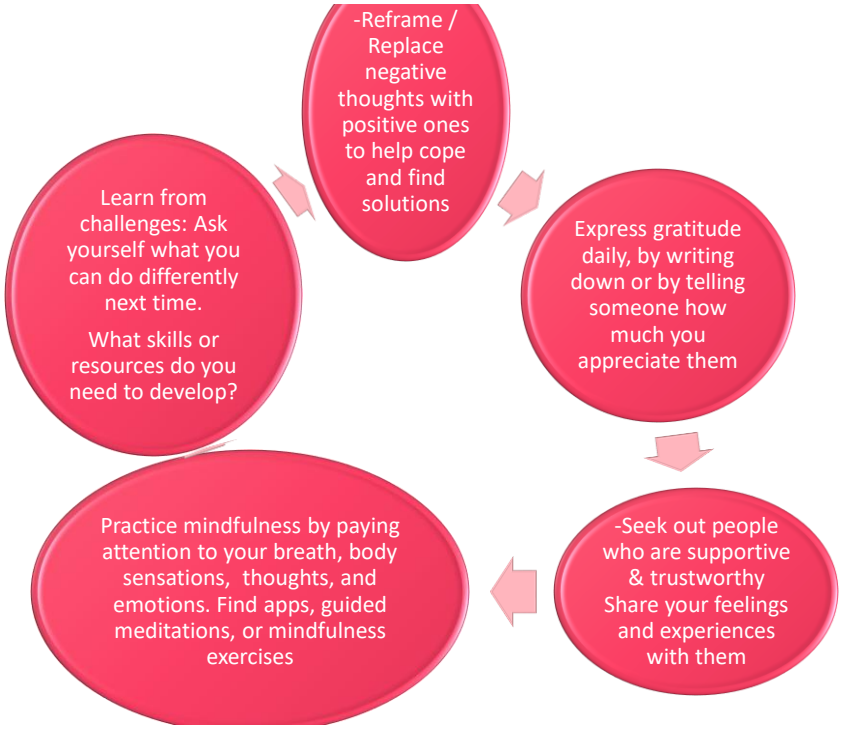
Resilience

Resilience is the ability to cope with stress and adversity, and to bounce back from challenges.

Resilience can be increased by practicing some exercises that help to build mental and emotional strength.

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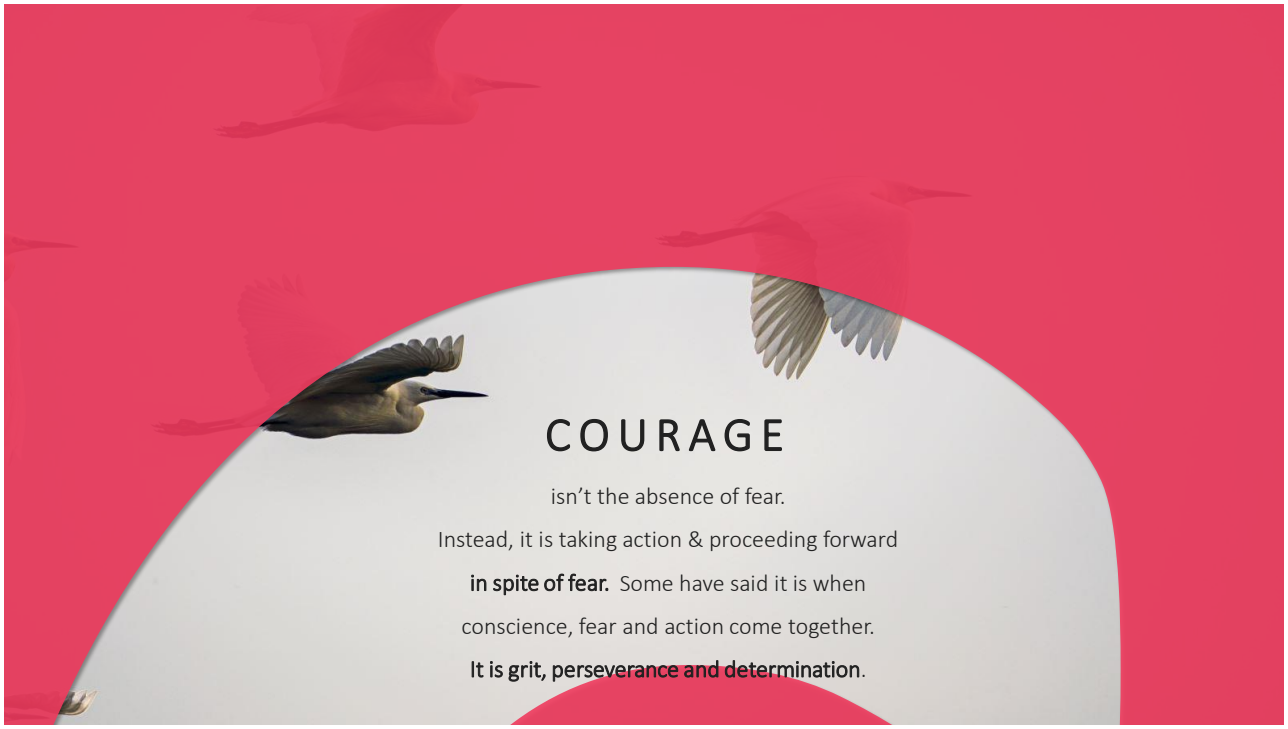
Increase Resilience:



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"Where we often get burnout wrong is assuming that it is purely an individual experience…. Starting to pay attention to the systemic issues and really getting into some of the root causes will be what's needed to unlock real change here."

Erica Coe in The McKinsey Podcast

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Courageous Leaders: Establish Healthy Workplace Cultures

It all starts with

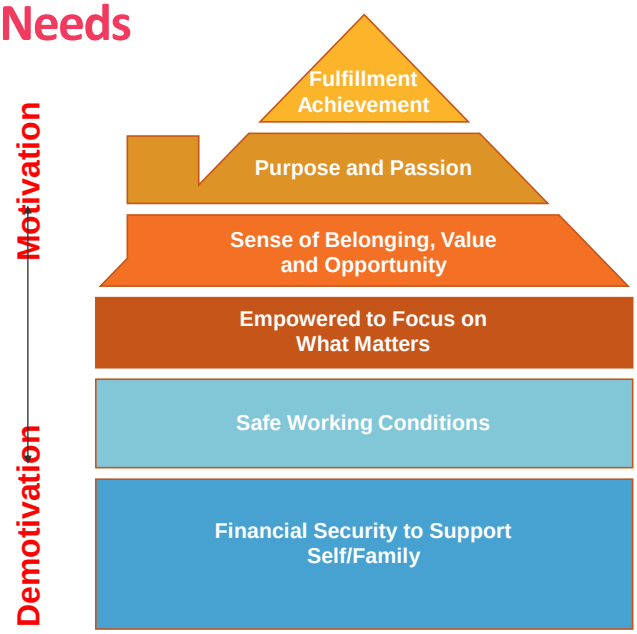
Recognizing the problem: Understand that burnout is a serious issue that can impact the bottom line, and it won't disappear by ignoring it

Understanding what to look for: Decreased productivity, high rates of absenteeism and turnover, low morale, lack of commitment, and feelings of detachment are all signs of burnout

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An Employee's Hierarchy of Needs

The needs of the employee are the basic needs of humans! If you care for them in a way you yourself would like to be cared for then you will achieve a winning team and success in the world!



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Elon Musk, CEO Spacex And Tesla

- Has publicly discussed the intense pressure and workload involved in running multiple high-profile companies.
- Described working up to 120 hours a week and the toll it took on his physical health and personal life.
- Despite these challenges, Musk emphasized the importance of his mission
- Made changes to find a better balance, including delegating more responsibilities to his team.

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Identifying Boreout

•Do you feel that there is an absence of new duties or challenges during your day-to-day at work?

•Do you get the feeling that you're overqualified for your position?

•Is the initial job description different from the actual work that you are doing each day?

•Is there a lack of responsibility in your job?

•Are you suffering mentally or emotionally as a result?

•Are you experiencing overwhelm and/or exhaustion?

If you answered yes to any of these questions, you're likely on the cusp or in the trenches of boreout.

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The Relationship Between Burnout & Employee Morale

Understanding the Impact

- High levels of burnout in the C-Suite can lead to decreased employee morale.
- Burnout affects leadership effectiveness, which in turn impacts the morale of the entire team.
- Addressing C-Suite burnout is crucial for maintaining a positive and productive work environment.

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Role of Organizational Support in Managing Burnout

PROS	CONS
• Establishes a supportive work environment • Provides resources for managing stress and workload • Promotes a healthy work-life balance • Fosters open communication and feedback	• May require investment in employee wellness programs • Could necessitate changes in company culture and policies • Implementation challenges in some organizations

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Promote Open Communication

Encourage employees to discuss their workloads and stress levels openly

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When someone vocalizes burnout to you, you should assume it's gotten worse.

KEEP HAVING CONVERSATIONS.

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Sheryl Sandberg, COO of Facebook

After the sudden death of her husband in 2015, Sheryl Sandberg faced immense personal and professional challenges.

In her book "Option B," co-authored with psychologist Adam Grant, Sandberg discusses navigating through grief and burnout.

She highlights the importance of resilience, leaning on support networks, and finding meaning in adversity.

Her experience led her to advocate for policies and practices that support employees through personal hardships.

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Communication Tips

1. Approach the conversation with sensitivity and respect.
2. **Listen without judgement**: Acknowledge their feelings and offer support
3. **Validate their feelings**: Affirm their feelings and let them know you see them and how thin they're stretched
4. **Ask what they need**: Instead of offering solutions, ask them what they need[3].
5. **Encourage self-care**: Remind them that it's OK to take care of themselves before anyone or anything else
6. **Offer to help**: If possible, offer to help with tasks to lighten their load
7. **Be patient**: Recovery from burnout takes time

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Communication Tips For Helping Overcome Burnout

- Identify the sources of stress and burnout in your work environment and communicate them to your manager or supervisor
- Seek feedback and support from your colleagues and peers who may be experiencing similar challenges or have overcome them in the past
- Express your needs and expectations clearly and respectfully to avoid misunderstandings and conflicts
- Seek professional help if you feel overwhelmed, depressed, or unable to cope with your work-related stress

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Courageous Leadership

Creates a safe space to discuss workplace stress

Understands the alignment between the worker's nature and the job

Burnout

Stigma of individual weakness

"can't hack it"

Reluctant to be honest



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Quiet Quitting and Burnout

What you see:

- Doing the bare minimum
- Doesn't care
- Not going above and beyond
- Disengaged from their work

What you don't see:

- Doing the job they were hired to do
- Is unmotivated to do more
- Feels unappreciated
- Doesn't know the purpose of the work
- Low Compensation
- Prioritizing mental and physical health

Leadership Tips:

- Have one meaningful conversation per week with each employee
- Offer daily feedback – encouraging their strengths
- Conduct regular awareness training to improve unity and clarity

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GenZ: Boreout or Burnout

- Boredom or Burnout
  - Both present similar symptoms: Feeling totally disconnected from your work
  - Zoom fatigue, for instance, has less to do with being exhausted from endless, back-to-back virtual meetings than it does with being understimulated during those meetings
- Customizing their job
  - This approach has become a strong way to motivate employees, build their skill set, and help them find meaning in the work they do.

Crafting a job to be more personally fulfilling includes asking questions such as

- "What elements of my job could I tweak to be more meaningful and impactful?" or
- "Can what I currently do be done differently?"

Combatting boreout just as with burnout, requires employees and employers to work together to make work more meaningful.

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Combatting Boredom at work

Break up tedious tasks and days

Cultivate psychological safety so employees can speak up

Double down on purpose-driven and challenging work

Encourage job sharing and/or job crafting

Set aside time on the clock for passion projects

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Stay Interviews

A conversation with a high-performing employee with the goal of discovering what they like about their role, and what they would like to change.

Uncover what motivates employees

Build trust a manager.

Will not lead to perfect outcomes

Improve engagement and retention in

Helps leaders build more productive one-on-one relationships with their employees.”

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Stay Interview Tactics and Questions

- Enter the meeting with a commitment to ask
- Listen and only ask again once you've digested all you've heard
- Listen without the distraction of thinking about your next question
- Probe to learn more
- Take notes that capture key points, emotional words and important quotes
- Get the OK for a new solution

1. **What do you look forward to each day when you commute to work?**
2. **What are you learning here, and what do you want to learn?**
3. **Why do you stay here?**
4. **When is the last time you thought about leaving us, and what prompted it?**
5. **What can I do to make your job better for you?**

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Recognitions & Celebrations

Recognize

- Your own achievements
- Achievements of employees
- Milestones

Celebrate

- Successes, no matter how small they may seem
- Achievements of employees
- Milestones

Recognizing and celebrating achievements and milestones boost motivation

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Bring Mental Health Workshops To Your Organization

Make employee mental health a priority through support programs and flexible work arrangements.

Videos presenting facts & myths

Role playing

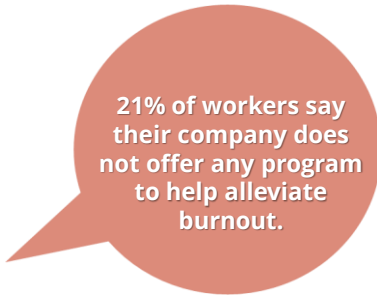
Group discussions

Self assessment tools

Therapy dogs

Art therapy

Community Service



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Employee Wellness Programs

PROS

- ✓ Improves employee health and reduces healthcare costs.
- ✓ Boosts employee morale and engagement.
- ✓ Increases productivity and performance.
- ✓ Attracts and retains top talent.
- ✓ Demonstrates the company's commitment to employee well-being.

CONS

- × Initial investment required.
- × Challenges in measuring ROI.
- × Some employees may not fully participate.
- × Privacy concerns about health data collection.

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Educate on Wellness

Get Physical Rest
Better sleep at night, naps, yoga or light exercise

Find Social Rest
Spend time with people who recharge you, take time for yourself

Take Mental Rest
Walks /activities that help ease the mental load

Get Spiritual Rest
Connection that give a sense of purpose

Establish Emotional Rest
Maintain boundaries so you don't stay in draining environments too long

Discover Creative Rest
Expose yourself to inspiring environments without the need to produce

Sensory Rest
Unplug and give your senses rest

Improvements to process, efficiency & communication / clarity can further enhance home care providers as being the "cure to burnout"

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Healthy Work Life Choices

Pros

- ✓ Improved mental health
- ✓ Higher productivity at work
- ✓ More time for family and hobbies
- ✓ Reduced stress and anxiety
- ✓ Setting clear boundaries between work and personal time helps to reduce stress and prevent burnout.
- ✓ Frequent breaks and vacations can rejuvenate the mind and increase productivity at work.
- ✓ Engaging in regular exercise and mindfulness practices promotes a balanced and healthy lifestyle.

Cons

- × Strict work hours may limit career growth
- × Less time for work-related activities
- × Initial adjustment period may be challenging

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SOUNDTRACKS by Jon Acuff

1. Interrupt negative thoughts
2. Replace negative thoughts with positive ones
3. Repeat positive thoughts until they become patterns
4. Invert old soundtracks
5. Gather evidence against negative thoughts
6. Use symbols to reinforce new soundtracks
7. Borrow soundtracks from others

These strategies are designed to help harness the power of thoughts to work toward goals rather than being hindered by overthinking and self-doubt.

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Time Management

Prioritize: Identify and focus on high-impact tasks that align with strategic goals

Delegate: Empowering and trusting team members to handle certain responsibilities independently.

Set clear boundaries for work hours and responsibilities.

Schedule regular breaks and time for self-care throughout the day.

prioritize your tasks according to their urgency and importance

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Work & Life Flexibility

Establish healthy routines for sleep, exercise, and nutrition

Have dedicated time for family, hobbies, and self-care - put it on the calendar

Support and encourage employees to maintain a healthy balance between work and personal life.

Prioritize healing. Give yourself grace. Rest and recharge.

Create a plan that works for you (and your family)

Set boundaries

Prioritize self-care

Advocate for yourself

Embrace imperfection

Choose Respectful environments

Self respect is your armor against burnout.

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Flexible Schedules

Implement flexible schedules

Allow employees to have a say in their work schedules

Provide additional paid time off: Extra time off can help employees recharge

Consider remote work options: Allowing employees to work from home can reduce stress and increase job satisfaction

Lighten the workload: Overloading employees can lead to burnout, so it's important to ensure the workload is manageable[3].

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3 Reasons To Rethink Forcing Employees Back To The Office

- **Top performers may flee:** Compulsory in-office work drive turnover
- **Employee engagement suffers**: Mandated RTO can lead to higher levels of burnout and intent to leave
- **DEI could take a hit**: Workers from underrepresented groups are especially in favor of remote options

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Satya Nadella, CEO of Microsoft:

Transformed Microsoft's culture from

one characterized by intense internal competition to

one focused on empathy, collaboration, and growth mindset

Open about the personal challenges

including his son's health issues, and how these experiences have shaped his leadership style.

Advocates for mindfulness practices

implemented support for employee well-being and resilience

92

Supportive and Positive Work Environment

Promote a culture of

- *positivity, inclusivity, and support in the workplace.*

Foster a culture of

- *support and collaboration within the C-Suite team.*

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Offer Growth Opportunities

Provide opportunities for employees to learn and grow in their roles

Share Career Ladder plans at all staff meetings

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Psychological Safety

When an individual believes they won't be punished or humiliated for contributing their ideas, asking questions, voicing concerns or making mistakes.
When a person in the workplace feels psychologically safe, they feel comfortable bringing their full selves to work and operating authentically.

Train managers to value opinions
Do not discipline for respectfully speaking the truth
Allow environment where questions are encouraged and welcomed

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Leadership Tips for Engagement

- Express belief in your employees
- Provide mentorship programs
- Gamification for training
- Allow brainstorming sessions:
  - Hack-A-Thons
  - Innovation Teams designed to solve
- Push bored employees out of their comfort zone
- Give autonomy
- Encourage feedback – via suggestion box, or during regular meetings
- Allow lateral moves to allow for change
- Provide Weekly positive feedback
- Encourage A Healthy Work-Life Flexibility: Allow flexibility also for more meaningful patient connections
- Have open-ended conversations with employees - make them feel welcome and free to discuss what's on their mind – get to know them

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Clear Goals And Values

Establishing realistic, specific, measurable goals to maintain focus and motivation

Ensure employees understand what is expected of them

Define your values

Consider what you DON'T want

Start small, but dream big!

Trust passion to come after mastery.

Passion can be hard to find if you are burnt out.

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"Winning the War in Your Mind: Change Your Thinking, Change Your Life" by Craig Groeschel

- The Power of Thought
- Neuroplasticity and Transformation
- Identifying Lies We Believe
- The Importance of Community
- Personal Growth
- Call to Action

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Burnout Prevention: Courageous Leaders' Roles

- Individual strategies (self-care, work-life balance)
- Organizational initiatives
  - support programs
  - workload management
- Create a positive work environment
- Treat the concerns seriously
- Understand their experience of burnout



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Foster A Culture Of Support And Collaboration

empower	set the tone	essentials	motivate
Clear Communication	Lead by Example	Provide Resources	Celebrate Successes

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Foster A Culture Of Support And Collaboration

- **Create a work environment based on fairness and easy-to-follow codes of conduct and rules**, with clear measures of advancement where positions can be earned
- Hold Others Accountable
- Create an org chart; Clarify positions and authority
- **Invite them to lunch and ask about their families and their life**
- Have goals, vision, and mission so clear that people know how to succeed
- Honor A Job Well Done With Fair Pay
- **Connect via face-to-face**; it is the most respectful way to build relationships and trust and be sure to put the phone down

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Business Model For A Culture Of Support And Collaboration

PROBLEM

High-stress levels and burnout among corporate leaders and CEOs, impacting decision-making and business performance.

SOLUTION

A new approach to leadership development, incorporating mindfulness, self-care, and work-life balance into the business model.

KEY METRICS

Measurable reduction in CEO stress levels, improved decision-making, and business performance. Customer retention and satisfaction rates.

UNIQUE VALUE PROPOSITION

Offering a comprehensive leadership development program that specifically addresses burnout and stress in CEOs and corporate leaders.

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Courageous
Leadership

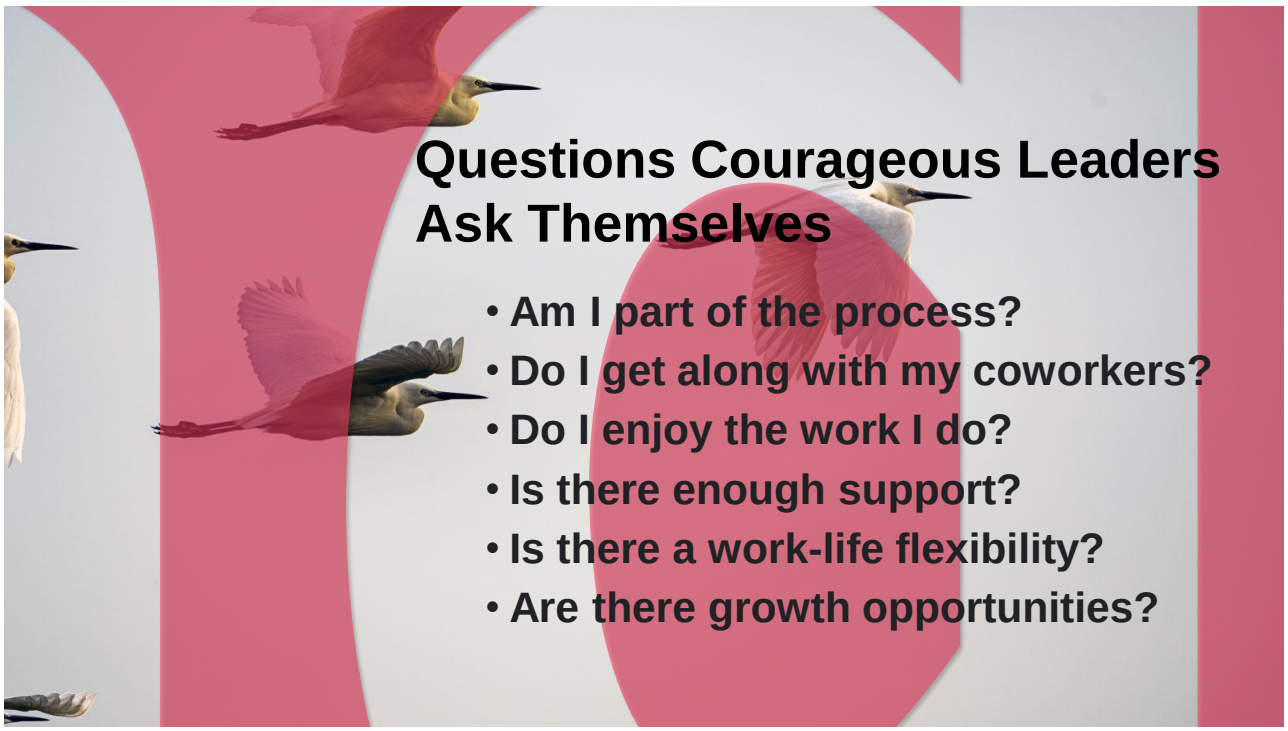
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Connects
Focus, Meaning, and Purpose
Reestablishing a deep sense of meaning and purpose toward one's job can significantly decrease the chance of burning out.

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Connects
Focus, Meaning, and Purpose
Authentic conversations about employee workload
Realistic conversations about wellbeing
Share personal burn out stories

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Questions Courageous Leaders Ask Themselves
• Am I part of the process?
• Do I get along with my coworkers?
• Do I enjoy the work I do?
• Is there enough support?
• Is there a work-life flexibility?
• Are there growth opportunities?

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Counting The Days Until Retirement?

- Before you join the great resignation stampede, make a mindful career adjustment that fits your needs.
- Remember, this is your life, go at your own pace
- No pressure, just possibilities

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Long term job satisfaction tips

- Work will always take energy, give yourself permission to recharge that energy efficiently and effectively. Practice daily.
- Directly ask for what you need.
- Respect and honor your limits with kindness and productively, while still being a contributing team player
- Acknowledge that working with other imperfect humans will always be complicated
- Center your work on your values. Meaning is the bridge that makes gaps tolerable

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"Courage is the main quality of leadership, in my opinion, no matter where it is exercised"

Walt Disney.

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QUESTIONS

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