

Healthy Leaders. Healthy Systems: Teaming up Against Burnout

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Work is Evolving, Complex, & Uncertain

- Lots of change
- Work format shifts & leading distributed teams
- Persistent state of uncertainty (economic; geopolitical)
- AI and its role in work (humans + technology)



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The Great Detachment Gallup State of the Workplace Report; Harter & Pendell (2025)

- 23% thriving at work/engaged
- 59% not engaged
- 18% actively disengaged

** Engagement is at a 10-year low



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I Fought the Law & the Law Won



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The Three Dimensions of Burnout

Christina Maslach & Michael Leiter (2005). Moira Mikolajczak et al. (2018)

EXHAUSTION (Lost Energy)

CYNICISM (Lost Enthusiasm)

INEFFICACY (Lost Impact)



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Work Sustainability Requires Systemic Resilience (Me & We)

We need to understand how leadership behaviors, team dynamics, and individual experiences interconnect to create the conditions for sustainable human performance.

Burnout is an outcome. It’s an individual response to a systemic issue



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The Core 6 Drivers of Burnout at Work

Maslach (1998); Baker& Demerouti (2017). J. Occ. Health Psychol.; Maslach & Leiter (2008; 2022)

1. Unmanageable workload
2. Lack of recognition
3. Unfairness
4. Lack of community
5. Values misalignment/lack of meaning
6. Low or no autonomy (flexibility & control)



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Discussion

- What Core 6 factors drive stress on your team? For you?
- What is within your control to address, influence, or fix?

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Preventing Burnout – Self & Teams (“PRIMED”)

(Model created by Paula Davis – Beating Burnout at Work (2021)



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Burnout Prevention: TNTs for Individuals

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TNT: Strategies for Sustainable Performance

Nick Petrie 2023

1. Make peace with not getting everything done each day. What's your "to do" process?
2. Have rituals for switching between work and home.
3. Create some boundaries between work and home. Are you an integrator (you blend) or a segmentor (you separate)?
4. Have an intentional phone strategy during non-work hours.



WHERE DO YOU NEED TO IMPROVE?

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TNT: Have an ”Opposite World”

Nick Petrie (2023)

It’s an activity or hobby that puts you into a different state from the mindset you have at work.



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TNT: 4/4/4 Way to End Your Week

(Adapted from Daniel Pink's book, *When*)

** Spend 4 minutes writing what you accomplished this week (track small successes & wins)

** Spend 4 minutes thinking about what you want to focus on next week (add clarity)

** Spend 4 minutes sending a note of thanks to someone (focus on recognition)

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Burnout Prevention: TNTs for Leaders & Teams



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Leaders Drive This Conversation

Jim Clifton & Jim Harter (2023).
Culture Shock

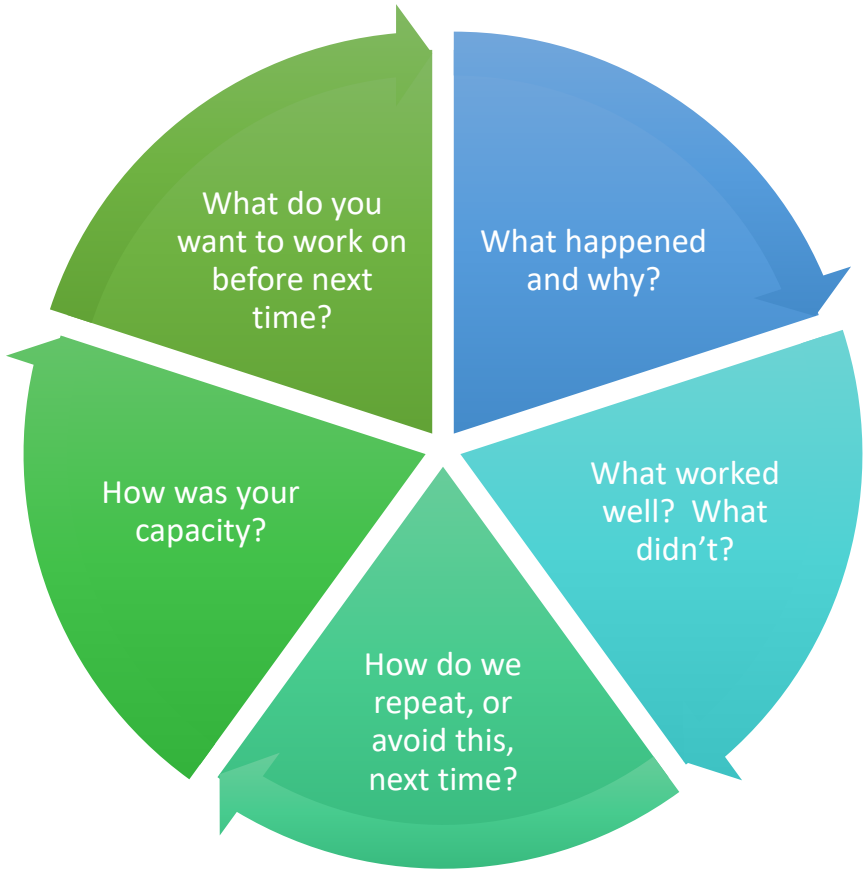


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TNT: Debrief

Allen, Reiter-Palmon, Crowe, & Scott (2018); Tannenbaum & Cerasoli (2013)



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TNTs That Build Psychological Safety

Tannenbaum & Salas (2021); Edmondson (2018); Newman, Donohue, & Eva (2017)

- Summarize what other people have said
- Watch your facial expressions
- Limit side conversations; gossip
- Give reasons why suggestions were or were not used
- Acknowledge the limits of your knowledge
- Be attentive (e.g., look up from your phone/computer)



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TNT: Active Constructive Responding
The Importance of Capitalizing on Small Wins

Dr. Shelly Gable et al. 2004; Dr. Karen Reivich; Ilies et al. 2023; Illes, Bono & Bakker (2024).



Active Constructive Responding **JOY MULTIPLIER**	**Active Destructive** **JOY THIEF**
Passive Constructive **FAUX LISTENING**	Passive Destructive **RESPONSE SHIFTER**

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Try It Out



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Organizational Resilience

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Organizational Resilience: 5 Critical Pathways

Erica Seville (2017); Barasa, Mbau, & Gilson (2018)

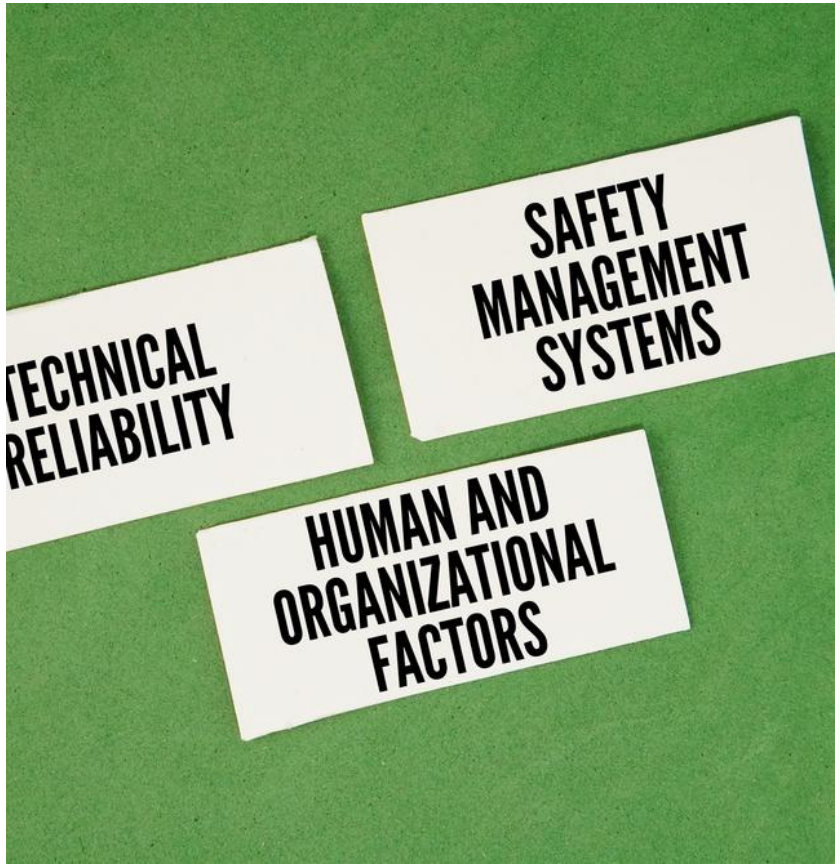
1. Strong leadership practices: Your organization has leaders who people trust and want to follow at every level.

2. Motivated workers: Your people are engaged and work together as a connected team.

3. Situational awareness: You monitor your industry for early warning signs of emerging issues.

4. Innovation: You value innovation; you quickly fix and update processes that don't work.

5. Effective partnerships: You build strong internal and external relationships.



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Let’s Stay Connected

Paula’s Website

Paula’s LinkedIn

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Reflection

Menu of Concepts/ TNTs

Have an “Opposite World”

4/4/4 Way to End Your Week

Debrief

Active Constructive Responding (ACR)

What Do You Want to Stop, Start, or Continue?



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Final Thought

“Perhaps organizational life can offer some shelter from the chaos and uncertainty by being a safe haven where people can connect, be known, and achieve something meaningful together.”

Dr. Amy Edmondson



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