



## Preventing Employee Burnout: The Bridge Between Well-Being & Engagement

6.12.2018

# TODAY'S AGENDA

- Welcome & introductions
- Presentation
  - What is well-being?
  - The connection to employee engagement
  - How to prevent burnout
- Reactor Panel
- Q&A

# ABOUT OUR EXPERT



**Laura Hamill, Ph. D.**

Chief People Officer

Chief Science Officer

Laura has 25 years of experience implementing research, assessment and culture strategies in organizations. She earned her Ph.D. in industrial organizational psychology from Old Dominion University and her B.S. in psychology from the University of North Carolina.

# REACTOR PANEL



**Randa Deaton, M.A.**

Corporate Director, UAW/Ford  
Community Healthcare Initiative

Executive Co-Director, Kentuckiana  
Health Collaborative



**Janet Hamous**

Executive Director, Wichita Business  
Coalition on Health Care

# ENGAGEMENT & WELL-BEING CONNECTION

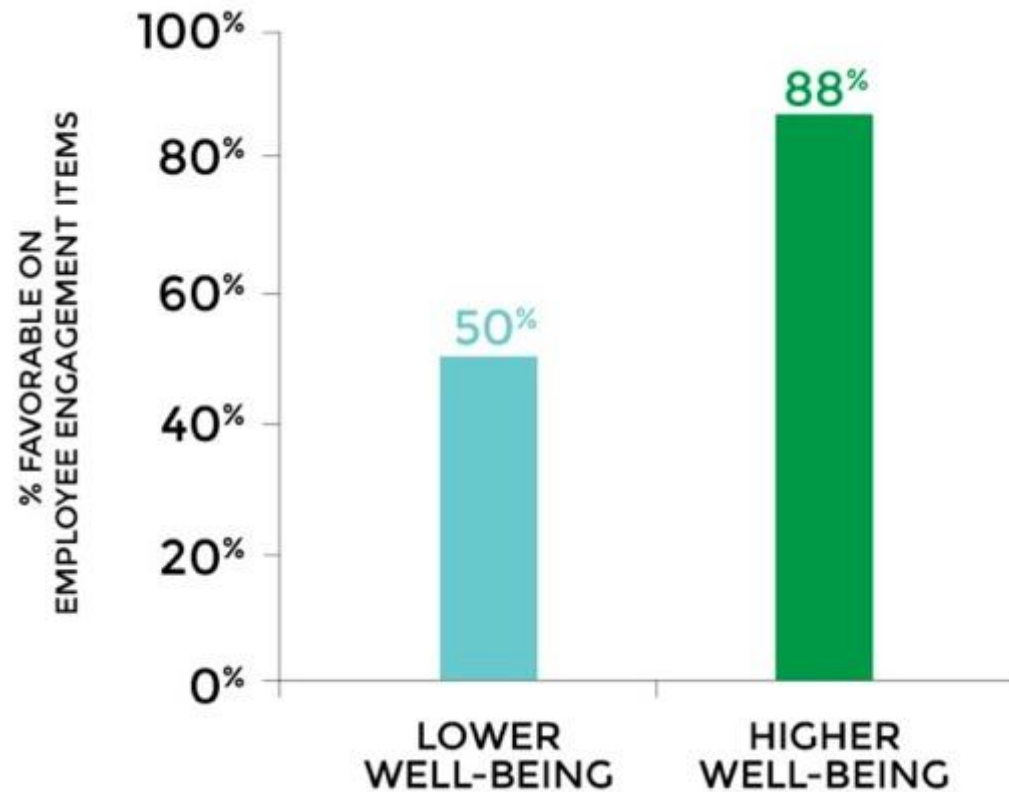
limeade®

# WHAT IS WELL-BEING?

WELL-BEING

FEELING GOOD + LIVING WITH PURPOSE

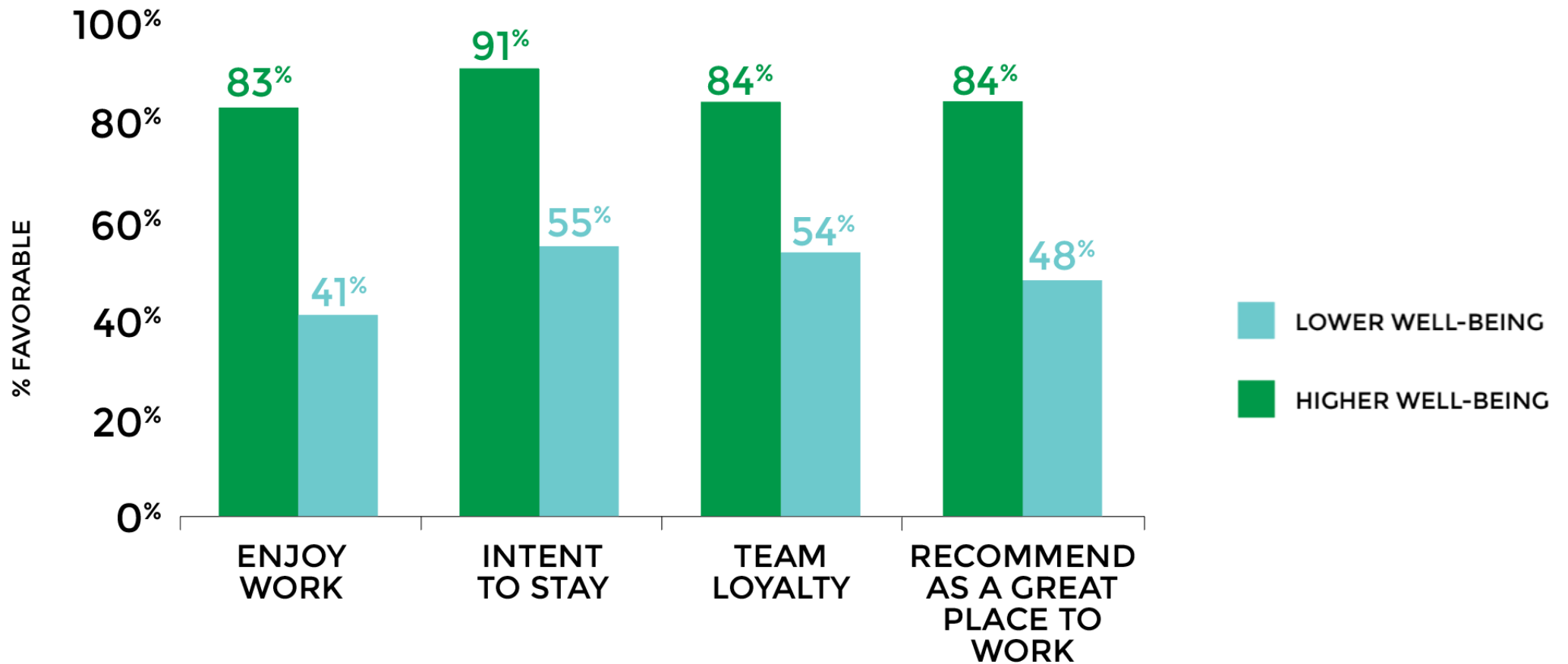
# WELL-BEING & ENGAGEMENT ARE CONNECTED



Employees with higher well-being have higher employee engagement

(Quantum Workplace & Limeade, 2016)

# WELL-BEING DRIVES ENGAGEMENT (and vice versa)





# WHAT IS ENGAGEMENT?

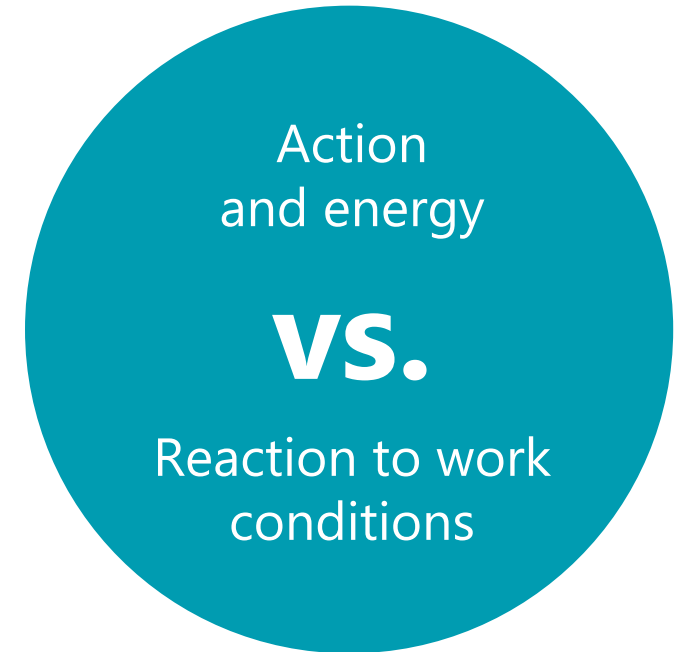
- A deep **connection** and sense of **purpose** at work that creates extra **energy** and **commitment**
- Engagement benefits the employee and the employer



# IT'S ABOUT ENERGY...

People often confuse job satisfaction with employee engagement

But that burst of energy you feel actually comes from being engaged in your work — not just with how happy you are while you're there



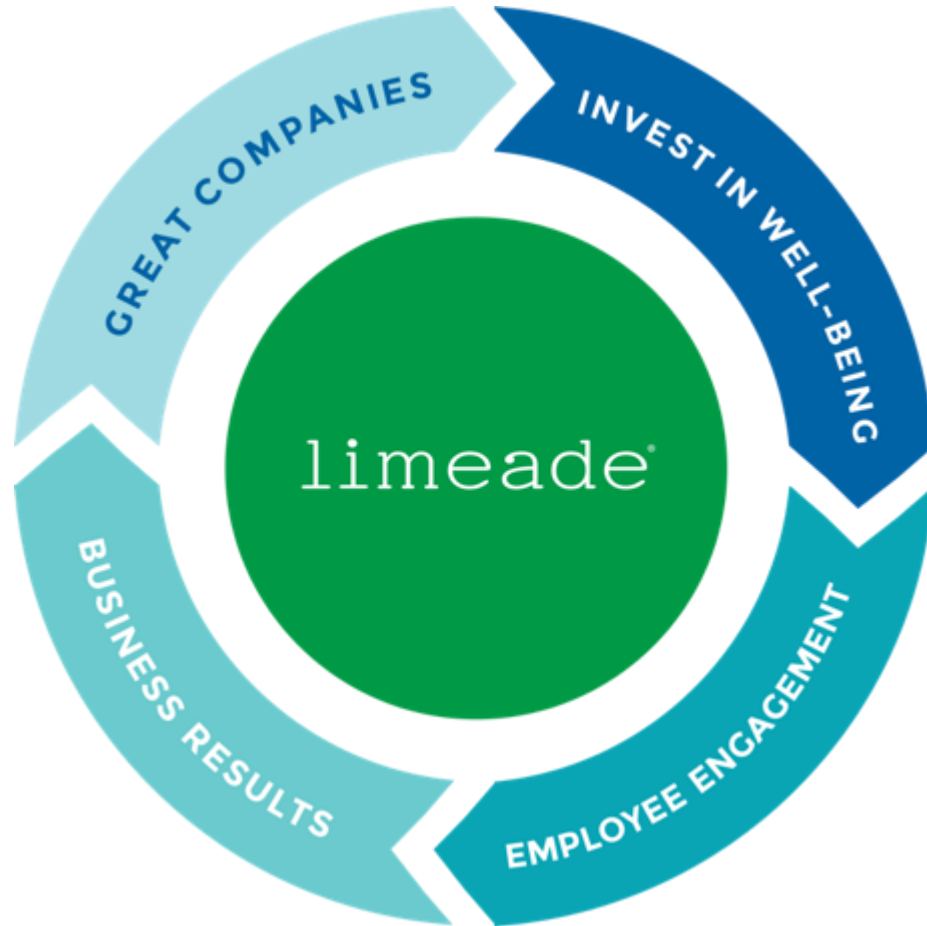
# CONDITIONS FOR ENGAGEMENT

- I like the work that I do and it is **energizing** to me
- I'm challenged and **learning**
- I'm making a difference and have **purpose**
- I'm **valued, included** and treated fairly
- I'm using my **strengths**
- I can focus and work with **reasonable levels of stress**
- I can have **a life outside of work**
- The people around me (team and manager) respect and **support** me
- The organization supports me and **cares** about me as a person

Limeade Institute, 2017

$R^2 = .78$

# GREAT COMPANY MODEL



When employees have well-being in their lives, they're more engaged

More engaged employees mean better business results

# ENGAGED EMPLOYEES = REAL BUSINESS RESULTS

**STOCK PRICE  
GROWTH**

**2.5x**

that of peers

(Hay Group, 2010)

**78%**

**MORE  
PROFITABLE**

And 40% more  
productive

(Aon Hewitt, 2009)

**5x**

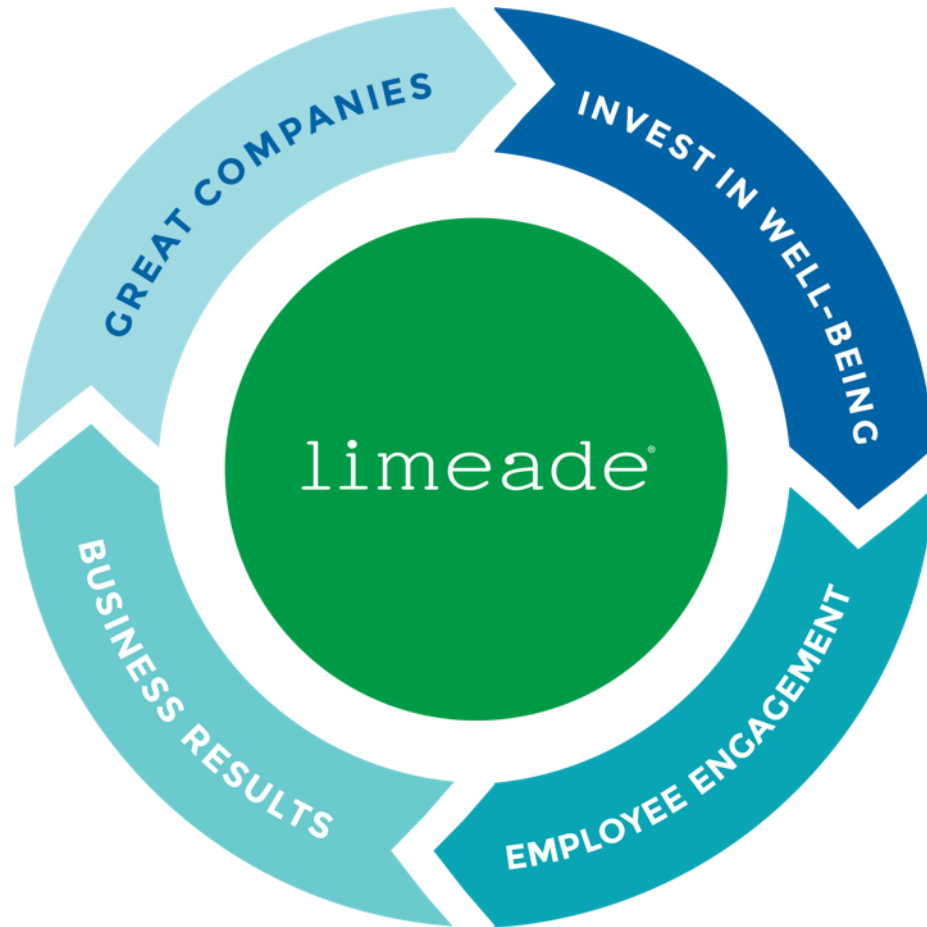
**LESS LIKELY TO  
HAVE SAFETY  
INCIDENT**

(SHRM, 2006)

# ORGANIZATIONAL SUPPORT



# ORG SUPPORT IS KEY



99%

of those with high well-being **and** organizational support recommend their company as a great place to work

91%

of employees with high well-being **and** organizational support say they are going to stay

# ROLE OF THE MANAGER

Managers play a critical role in enabling employee engagement:

Employees who rate their **managers** as excellent are

**5x** MORE  
ENGAGED

than those who rate their managers as poor

**Managers** account for up to

**70** %  
OF THE VARIANCE

in employee engagement

Gallup, 2015 & 2017



# BURNOUT

limeade®

# WHAT IS BURNOUT?

A prolonged response to chronic emotional and interpersonal stressors and overload and is defined by:

## EXHAUSTION

*I'm so tired  
I feel depleted*

## CYNICISM

*I'm so fed up,  
I just don't care  
anymore*

## INEFFICACY

*I'm not making  
a difference*

Maslach, Schaufeli, & Leiter, 2001

# FROM ON FIRE... TO BURNED OUT

- You have to be **on fire** in order to burn out
  - You have to care, be “all in”, and be engaged in order to burnout
- Burnout happens when you have high engagement but low well-being



# WHAT'S THE DIFFERENCE?

## BURNOUT

I've cared so deeply, for so long, without a break from the stress that I've become depleted and cynical

**I've given everything to this job**

## DISENGAGEMENT

I'm past the point of caring or I've never cared at all

**This is just a job**

## ENGAGEMENT

I'm energized by and connected to this job, so much so that I get purpose from it

**This is way more than just a job**

# BURNOUT LEADS TO...

- Lower productivity
- Stress-related health issues
- Increased substance abuse
- Can result in anxiety, depression and decreases in self-esteem
- Reduced organizational commitment
- Absenteeism
- Intention to leave
- Actual turnover

Maslach, Schaufeli, & Leiter, 2001

## AND IT CAN BE CONTAGIOUS...

- Greater personal conflict at work
- Increased work disruption
- "Spillover" into people's life outside of work

Burke & Greenglass, 2001

Most companies think of burnout as a personal issue, when it's really an organizational one...

# BURNOUT AS AN ORGANIZATIONAL ISSUE VS. A PERSONAL ONE

ORGANIZATIONS NEED TO UNDERSTAND THEIR ROLES IN CAUSING AND PREVENTING BURNOUT

## PRIMARY CAUSES OF BURNOUT

- Overload—workload and time pressure
- Role conflict and ambiguity
- Lack of support from managers
- Lack of feedback
- Lack of participation in decision making
- Lack of fairness and equity
- Values disconnect
- “Broken” psychological contract

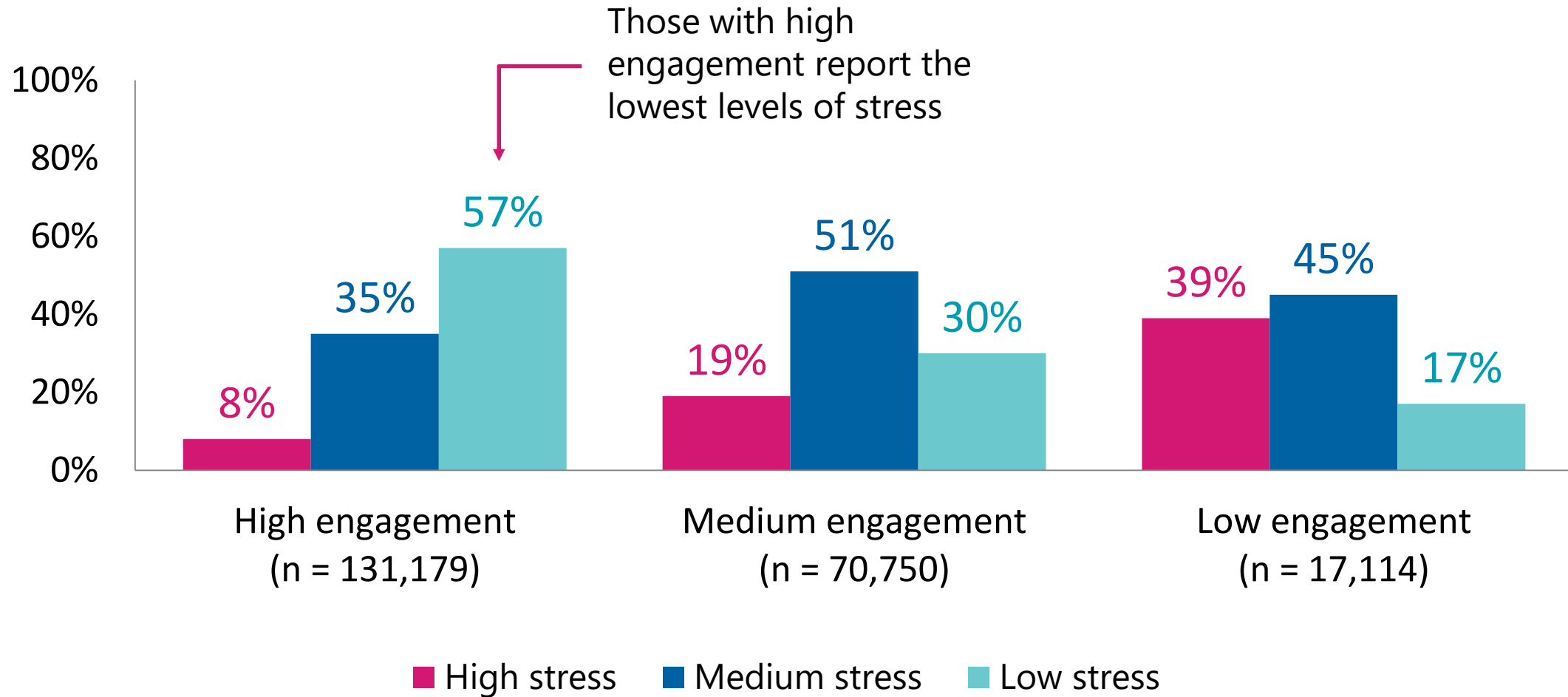
Maslach, Schaufeli, & Leiter, 2001

# ENGAGEMENT & STRESS

limeade®



# ENGAGEMENT & STRESS



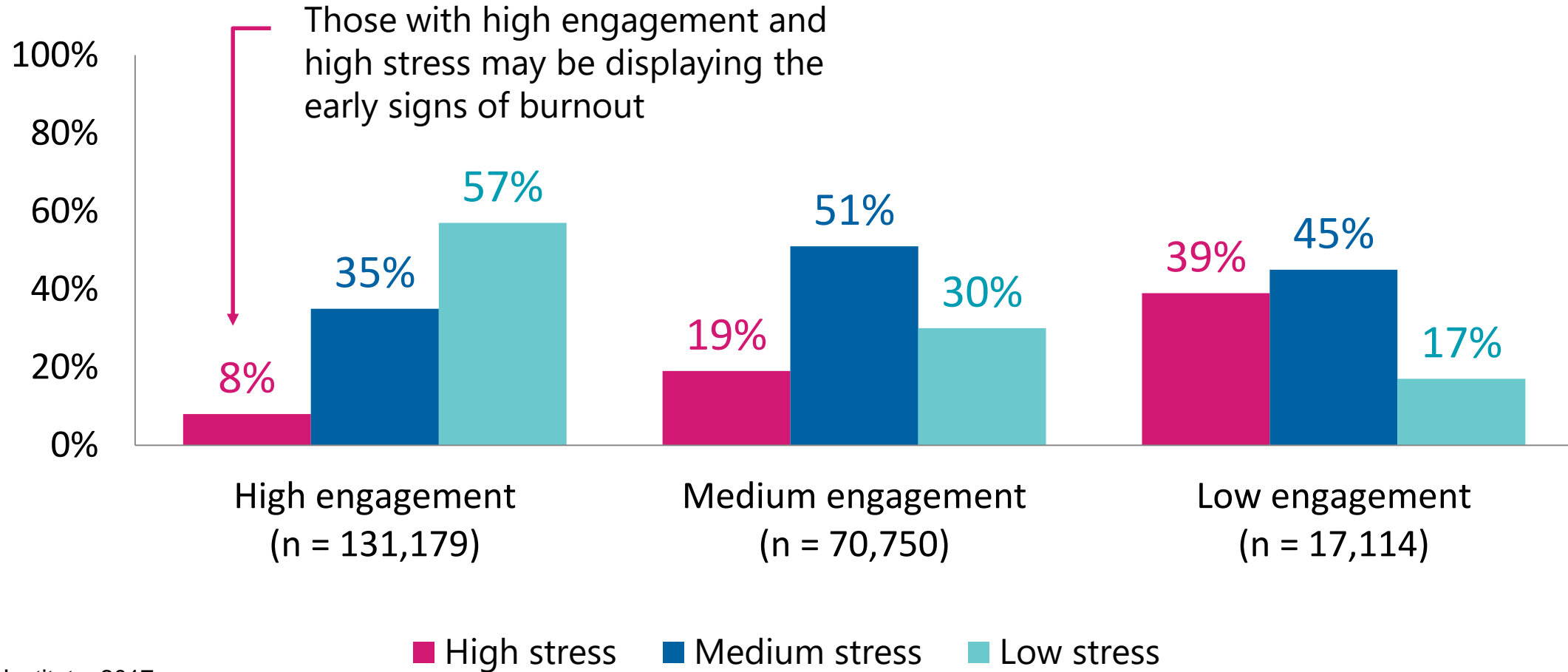
COULD THOSE WHO ARE ENGAGED  
BE:

**REFRAMING STRESS**

or

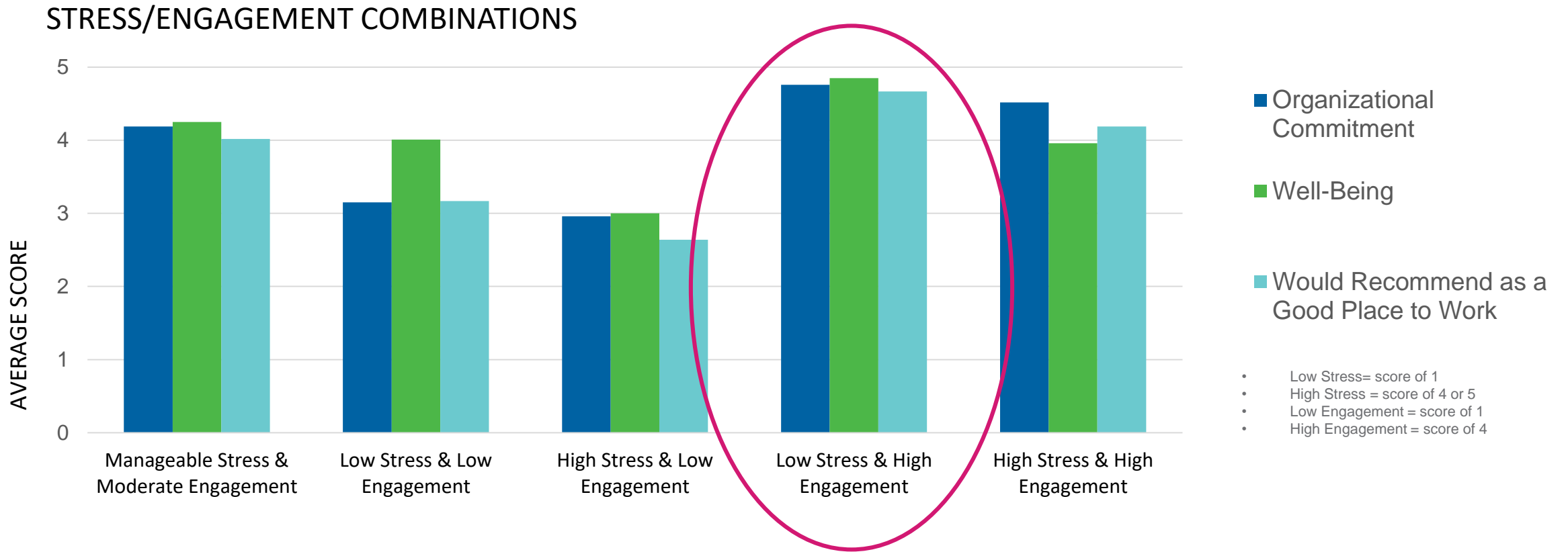
**SUPPORTED BY THEIR ORGANIZATIONS** in ways  
that reduce the perception of stress?

# ENGAGEMENT & STRESS



Limeade Institute, 2017  
(n=219,043)

# AIM FOR LOW STRESS AND HIGH ENGAGEMENT



# BURNOUT PREVENTION – MANAGERS

1. Actively **support the well-being** of your employees:
  - Build in **recovery time** for employees
  - Have **meaningful check-ins** with your employees
  - **Care** about them as people
2. Think about your job as being the **glue that connects** each employee to the company (and vice versa)
3. Create the **conditions** for your employees to be engaged

# BURNOUT PREVENTION - INDIVIDUALS

1. Find and schedule time for **recovery** and treating yourself right
  - But remember sometimes recovery time alone is not enough
2. Find projects and people that give you **energy**
3. Continue developing a **well-being mindset**: resilience, positivity, belief in yourself, reframing
4. Seek and re-connect to your **purpose**
5. Do not underestimate **social** connection
6. Look for **organizational support**

# KEY TAKEAWAYS

# KEY TAKEAWAY #1

Employee engagement is a deep **connection** and sense of **purpose** at work that creates extra **energy** and **commitment**



# KEY TAKEAWAY #2

Burnout is when high, sustained **engagement intersects with low well-being** — without you or the organization intervening

# KEY TAKEAWAY #3

Most companies think of burnout as a personal issue, when it is really an **organizational** one

# KEY TAKEAWAY #4

Focus on supporting **well-being and employee engagement** to reduce burnout

# TIPS FOR BATTLING BURNOUT

## 1. **Provide recovery time**

- Everyone needs a break to recover

## 2. **Foster a well-being mindset**

- How people think about situations has an impact on their ability to handle and recover from them

## 3. **Build social connection**

- People are wired to be social

## 4. **Focus on purpose**

- Helping employees connect to their purpose is key for burnout prevention

# REACTOR PANEL



**Dr. Laura Hamill**



**Randa Deaton**



**Janet Hamous**

# Q&A

limeade®  
it's totally possible.



Dr. Laura Hamill  
[info@limeade.com](mailto:info@limeade.com)