



**PREVENTING
BURNOUT IN
YOURSELF &
YOUR TEAM**



Webinar for
CalAnimals

Presented by
Eleanor Smith
(she/her)

June 15, 2023

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**Welcome! I'm
so glad you're
here!**

Congrats! You showed up today. You've given yourself the gift of learning about how to take good care of yourself and your team

Please do your best to stay engaged in the workshop; you'll get much more out of it if you're not multi-tasking (a contributor to burnout)

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I'm Eleanor Smith, founder of Legs on Dreams Leadership Coaching

I've worked with nonprofits, foundations & public sector agencies ("the social sector") for more than 30 years. I have a MA in City & Regional Planning from UCB

I've served as an economic development analyst & planner, grantmaker, development director, management consultant, volunteer, on boards of directors and as a trainer & university instructor

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Shout out to local heros -- ACOs!!

Recent encounter with a young doe caught in a too-narrow locked gate in a place where I walk




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My Burnout Story, Part 1

- Leadership Coaching is actually my fourth career
- In my 20s & 30s, I was a journalist, 5 years on staff and freelance for 10 years
- I burned out in late 30s; got CTS in both arms and had to change careers


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What to Expect Today

- I'll share slides defining burnout, why it matters, common causes and, most important, strategies to prevent it from getting worse
- Later, we'll do a short visualization exercise I think you'll like, then I'll invite you to put your responses, if you're willing, in the Chat
- Please post your Qs in the Q&A as we move through the session. Jill will track them & I'll answer as many as possible at the end



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On a scale from 1 to 10, how burned out do you feel now?

Jill will open the poll now so you can answer anonymously

Photo: Mikhail Nilov, Pexels

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Executives: Sound familiar?

- "I rarely get enough sleep."
- "You can't let go because things might fall apart."
- "Being an executive director is like being codependent to the world. You're always putting everyone's needs ahead of your own."
- "I've been peddling a bicycle on fire since the start."
- "An executive has a very lonely job. You can't confide in anyone."
- "I feel as if I can never get on top of things."
- "I'd like to leave but I'm too identified with my role."

— Quotes from clients & other nonprofit leaders

Photo: Mizuno K, Pexels

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What is burnout?





Photo: cenkertekin, iStock


- World Health Organization 2019: "Burnout is a syndrome resulting from chronic workplace stress that hasn't been successfully managed"
- WHO also called it "a legitimate workplace phenomenon"
- Neither a medical illness nor a mental illness, but it can lead to both kinds of health issues


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Three key dimensions of burnout

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We feel exhausted and lack energy
- 

We feel cynical or negative about our job, boss, co-workers and/or customers
- 

We feel ineffective at work, like we're not doing enough

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If left unchecked, burnout (chronic stress) can cause:

Reduced immunity, e.g., frequent colds	Mood changes, e.g., irritability
Decreased memory & cognition	Severe sleep disruptions & insomnia
Medical problems, e.g., ulcers or high blood pressure	Anxiety, depression, addiction

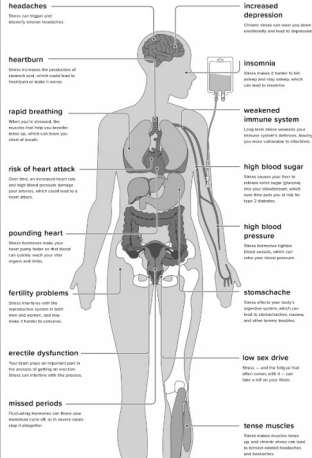
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Healthline infographic shows the effects of stress on your body

The longer the duration, the more serious the consequences of stress



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How to distinguish burnout from depression

Depression, unlike burnout, is a clinical diagnosis

To see if you're burned out or depressed, take a week off work. Do you feel better?

If you're depressed, it will take more to feel better than a few days off work

Shared burnout & depression traits:

- Exhaustion
- Sleep disruptions
- Negative thoughts

According to psychiatrists & psychologists quoted in The New York Times, 8/23/22

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Hallmarks of Workplace Burnout

- High rate of absenteeism
- High turnover rate
- Increased conflict among co-workers
- Reduced productivity
- "Quiet Quitting"—disengagement, a form of cynicism

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Recent research found over 50% of managers across all industries feel burned out at work

==Microsoft Global Work Trend Index, September 2022

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Nonprofit/other social sector leaders & workers face a higher risk of burnout than others

- Your work is your life's calling
- You work in groups often facing funding shortages
- You interact regularly with traumatized people & animals

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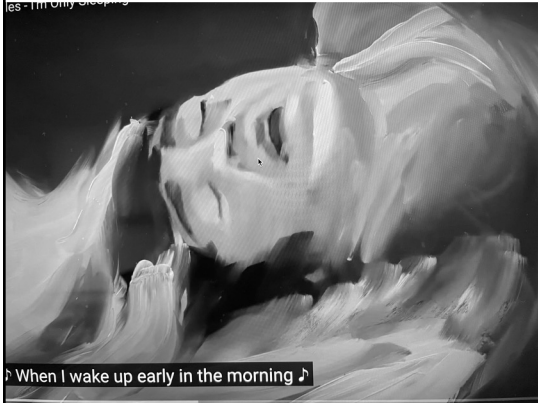
Nonprofit turnover and burnout – the bad news



- Nonprofits have a higher rate of turnover, 19% vs. 12% overall, some no doubt linked to burnout
- To replace a lost employee, it typically costs an employer 6-9 mos of the position's annual salary
- 90% of Australian NP leaders recently indicated they were nearing or experiencing burnout
- 68% US NP employees don't feel supported by management and are considering leaving
- 60% US NP leaders report feeling "used up" at the end of the day

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3 min. BREAK--

Enjoy the music video:

The Beatles,
I'm Only Sleeping

When I wake up early in the morning 🎵

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What causes burnout?

- Pandemic was stressful for everyone, especially workers unable to work remotely
- Post-pandemic, we're still hustling in our jobs-- "grind culture"
- Unlike military deployments, most jobs have no built-in R&R breaks
- Loss of special pandemic funding
- Work w/highly emotional customers





Photo: SeventyFour, iStock


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Six Types of Workplace Mismatches Cause Employee Burnout



1. Workload: Is our workload beyond our ability to manage without undue stress?



2. Values: Is our work aligned with our values, what matters most?




3. Rewards: Are our job's financial & social rewards sufficient?

--UC Berkeley psychologists Maslach & Leiter, *The Burnout Challenge*


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Mismatches Linked to Burnout



4. Control: Do we have enough autonomy & flexibility over when, where & how we work?



5. Fairness: Are we being treated equitably compared to our colleagues



6. Community: How strong & supportive are our work relationships?


Not all workplaces with burnout have the same cause or type of mismatch—and it's common to have more than one type

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My burnout story, Part 2

- Hired as the Development Director of a small environmental group
- Learned after starting, 3 fundraising staffers had just been laid off
- Still expected to do the full workload of the department—now with only a PT assistant
- Asked for guidance on the top priorities
- Overlapping job-employee mismatches—fairness, workload and rewards




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But Workload and Reward mismatches are often *not* the most common causes of burnout

The biggest areas of dissatisfaction mentioned in anonymous employee surveys are often mismatches related to workplace Fairness, Values and Control (flexibility)




Don't overlook these mismatches—learn directly from employees about their top concerns AND their proposed solutions

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What can be done to reverse & prevent burnout?

- Does your workplace have any of the telltale hallmarks of burnout--high turnover, absences or low productivity?
- How might you remove the stigma that burnout is a sign of personal weakness?
- Can you start to shift your workplace culture to increase psychological safety?
- You want workers to tell you they're burning out--*before* they give notice
- How can you educate staff on signs of burnout & why it matters?



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**When an employee tells you they're burning out, listen—
they may be the canary in the burnout shop**



- Ask all employees what's stressing them the most at work—consider the 6 key worker-job mismatches
- **Collaborate** on redesign strategies to address the most common mismatches they mention
- **Customize** solutions--every workplace/team is different
- **Commit** to long-term culture change efforts
- Be sure to look at work teams, not individual workers-- Burnout is highly contagious among close co-workers
- Ask yourself if you're micromanaging your workers—a common complaint linked to burnout

Photo: Elena Shustova/Stock

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**"Trust is the coin of the realm" — Former
Secretary of State George Schultz on his 100th birthday**

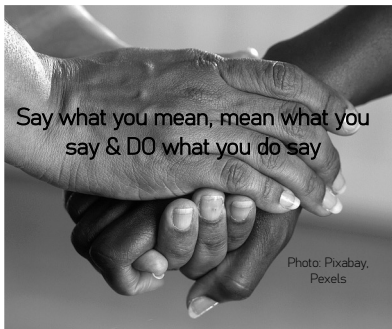
"When trust was in the room, whatever room—the family room, the schoolroom, the government room, or the military room--good things happened. When trust was not in the room, good things did not happen. Everything else was details."



Photo: Pexels

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Build greater trust at work



Say what you mean, mean what you say & DO what you do say

Photo: Pixabay, Pexels

- Increase **transparency, 2-way accountability & fairness** in all compensation, recognition and promotion criteria & processes
- Invest in your employees—offer professional development options
- Identify your implicit biases & check them at the door
- Trust your employees, give them autonomy and flexibility

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Change starts at the top: "Be the change you want to see"



Photo: Pexels

Watch for signs in yourself you may be burning out, such as:

- Bragging about your self-sacrifice or exhaustion for the sake of the job or the mission
- Ignoring, minimizing or denying your symptoms-- physical and/or psychological
- Skipping self-care practices—like exercise--you used to do

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What Matters Most to Me?

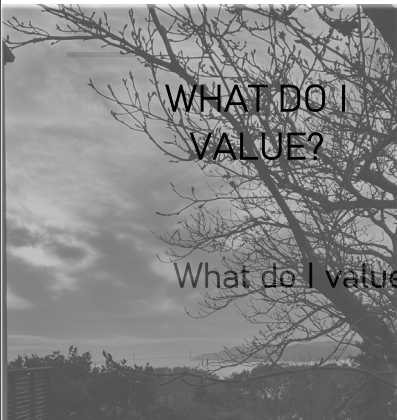
Other than reducing stressors & focusing on self-care:

Clarifying values and aligning our work & rest habits with what matters most to us is an effective way to motivate ourselves to change our routine



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WHAT DO I VALUE?

What do I value most?

- Short exercise to identify our top values
- Please close your eyes, take a few deep breaths—inhale through your nose
- Now imagine yourself 2 years from now. You feel happy, relaxed and hopeful about your life and your work
- What do you see? Where are you? Who's with you? What are you doing? Make a few notes
- Look at your notes--which 5-7 values do you see reflected in your vision of your future self? See list on next slide

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PARTIAL LIST OF VALUES

• Ambition	• Curiosity	• Gratitude	• Independence	• Openness	• Self-respect
• Authenticity	• Dignity	• Growth	• Integrity	• Optimism	• Serenity
• Balance	• Diversity	• Generosity	• Initiative	• Order	• Service
• Beauty	• Efficiency	• Harmony	• Job security	• Patience	• Simplicity
• Being the best	• Equality	• Health	• Joy	• Peace	• Success
• Belonging	• Excellence	• Home	• Justice	• Power	• Teamwork
• Collaboration	• Fairness	• Honesty	• Kindness	• Reliability	• Thrift
• Community	• Family	• Hope	• Learning	• Respect	• Time
• Compassion	• Freedom	• Humility	• Leisure	• Safety	• Travel
• Cooperation	• Fun	• Humor	• Making a difference	• Self-expression	• Trust

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- Keeping in mind your top 5 values, what steps might you take now to better align your work with your values? Place answers in Chat
- For further reflection: How might these steps help you prevent further burnout & create a healthier relationship with your work?

TAKE BABY STEPS -- START TODAY



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DON'T FORGET WHAT THE AIRLINE FLIGHT ATTENDANT TELLS PARENTS & CAREGIVERS:

ALWAYS SECURE YOUR OWN OXYGEN MASK FIRST!



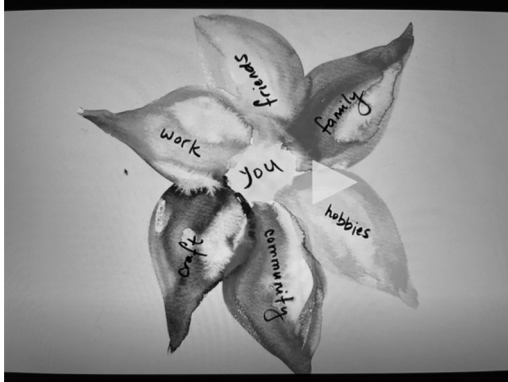
Photo by Calle Macarone, Unsplash

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“Your wellbeing is the foundation of your well-doing.”

--NYT best-selling author *Nataly Kogan*, creator of *the Happier Method*, *the Awesome Human Project* & *Happier @ Work*--
<https://www.happier.com/happieratwork/>



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What is “leadership coaching”?



Photo: Mark Production Pixels

- “Leadership” is self-defined—you can be a leader in any role
- Coaching is a safe and confidential 1:1 conversation—we use a “cone of silence”
- You set the agenda & tell me what work issue you want support around
- I listen, ask Qs, & help you see things differently. I typically don’t offer advice
- You reflect, surface new insights & walk away with solutions that came from you

• Sessions are on Zoom and are never recorded

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QUESTIONS?




Photo: SeventyFour, iStock

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THANK YOU FOR YOUR PARTICIPATION!

Follow me on LinkedIn--
<https://www.linkedin.com/in/eleanor-a-smith-mcp-596a4a6/>

To learn more about my coaching, see my website
www.legsondreamscoaching.com

The first 3 people from CalAnimals to buy one of my signature coaching bundles will get a 20% discount

Email me:
eleanor@legsondreamscoaching.com

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SMALL GROUP COACHING FOR CALANIMAL MEMBERS

If there's enough interest, I'll offer an affordable small-group coaching series with bonus resources to prevent or reverse burnout (min. 6 participants, max. 10)

— Please email me:
eleanor@legsondreamscoaching.com or visit www.legsondreamscoaching.com

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LEARN ABOUT BURNOUT & SOLUTIONS

- Legs on Dreams Coaching Signature Burnout Prevention Coaching packages and free blog posts with tips on taking care of yourself and your team
- How to Experience Awe on Your Walks, *The New York Times Well Newsletter*
- Exercise leads to greater productivity, *Harvard Business Review*
- Sabbaticals: A Gateway to Health, *The Nonprofit Quarterly*
- Leading through uncertainty episode offers a big-picture post-pandemic context for burnout in all sectors, *Sparked! Podcast from Jonathan Fields*
- How to say no to extra work, *Harvard Business Review*
- How to Talk to Your Boss about Burnout, from *Associations Now*

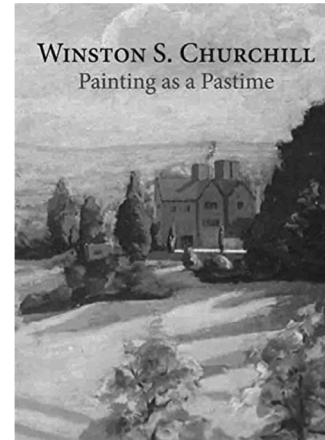
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MORE RESOURCES & FOOD FOR THOUGHT

- Tips for leaders to increase psychological safety at work, People Equation
- Tool to help nonprofit executives decide whether and when to leave their job-- from nonprofit consultant, coach and podcaster Joan Garry
- Tips for Spotting Burnout Culture Before Taking a Job, from CNBC
- Online course (small fee) to explore and pilot a 4-day work week at your organization, from The Nonprofit Fixer Sean Kosofsky, former executive director of five nonprofit organizations
- Rest Is Resistance: A Manifesto, Tricia Hersey, founder of The Nap Ministry
- The Burnout Challenge: Managing People's Relationships with Their Jobs, by Chirstina Maslach and Michael P. Leiter, Harvard University Press, 2023
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"It may well be that those whose work is their pleasure are those who most need the means of banishing it at intervals from their minds."

--*Winston S. Churchill*

Painting as a Pastime

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