

Why Employee Well-Being is Key to Tackling Burnout and Other Workplace Challenges



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Can engagement lead to burnout?

1. Employees with too much work engagement may be exposed to a higher risk of burnout
2. A performance climate, with its emphasis on social comparison, may enhance burnout
3. A mastery climate, which focuses on growth, cooperation and effort, may mitigate the likelihood that employees become cynical towards work

Nerstad CGL, Wong SI, Richardsen AM. Can Engagement Go Awry and Lead to Burnout? The Moderating Role of the Perceived Motivational Climate. *Int J Environ Res Public Health*. 2019 Jun 4;16(11):1979.



Symptoms of Burnout

According to World Health Organization:

- Feelings of energy depletion or exhaustion
- Increased mental distance from one's job or feelings negative towards one's career
- Reduced professional productivity



Engagement vs Wellbeing

“Engagement is the attention and absorption that we bring to the job, but it doesn’t mean we’re not struggling in life... Well-being includes the quality of our lives outside work, not just in the office.”

-Adam Grant



Worker Wellbeing and Burnout

- **3 in 5** American workers feel stress or burnout due to work related matters (Gallup)
- **Burned-out employees are 63% more likely** to take a sick day and **2.6 times as likely** to be actively seeking a different job. (Gallup Survey)
- **21% of workers** say they were able to have open, productive conversations with HR about solutions to their burnout. (FlexJobs survey)



Gallup: What is the cost of poor wellbeing?

75% of medical costs accrued mostly due to preventable conditions

\$20 million of additional lost opportunity for every 10,000 workers due to struggling or suffering employees

15% to 20% of total payroll in voluntary turnover costs, on average, due to burnout

\$322 billion of turnover and lost productivity cost globally due to employee burnout



What does *THRIVING* look like?

- **Career Wellbeing**
 - You like what you do every day (and respect who you do it with)
- **Social Wellbeing**
 - You have meaningful friendships in your life
- **Financial Wellbeing**
 - Income, financial security, and financial literacy
- **Physical Wellbeing**
 - You have energy to get things done.
- **Community Wellbeing**
 - You like where you live.



Putting Wellbeing First

1. *Destigmatize the conversation* around wellbeing and mental health
2. Create a work environment rooted in *psychological safety*
3. *Take preventative measures against burnout* with open and frequent team based communication
4. Encourage (perhaps even structure) REST!
5. Make the Economic Wellbeing of employee-owners a top priority



Eliminate the Stigma

- Leaders speaking transparently about their own mental health struggles
- Model the behavior you want from others in leadership or management roles
- Mastery Climate > Performance Climate

“I cannot overstate the importance of a leader and manager saying, I care more about your well-being than I do about your results” – Adam Grant



Psychological Safety

“Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.”

-Amy Edmondson

Google's Aristotle Project

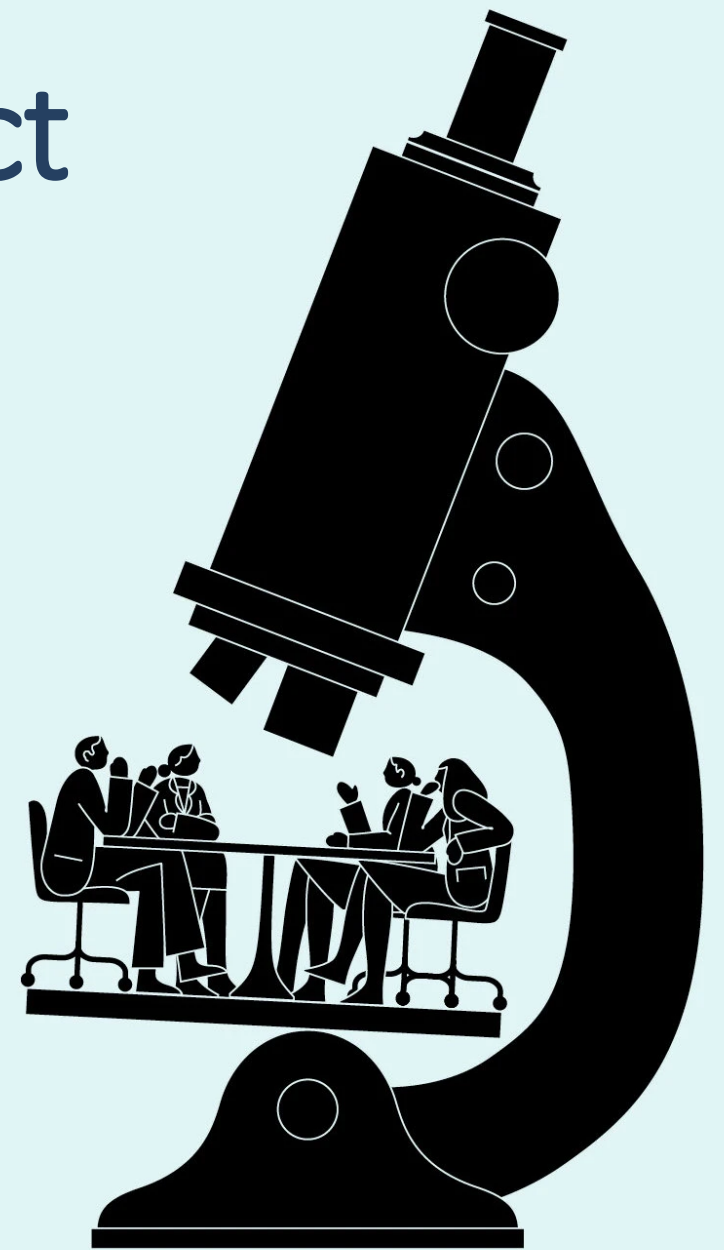
What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.



By [Charles Duhigg](#)

Feb. 25, 2016





Findings: Successful Teams Have...

1. Quality in conversational turn taking:

- Does everyone at the table get a chance to speak up?

2. High Social Sensitivity

- Can I pick up on how you're feeling based on non-social cues?



Preventative Measures

- Be intentional about how your teams prepare for absenteeism
- Normalize frequent check-ins on workloads and management of team responsibilities
- Distribute roles and responsibilities in the event of turnover or life's unexpected challenges
- *Eliminate silos of knowledge and experience*



REST REST REST!

- Explore alternatives to your PTO policies
- Consider using paid sabbatical leave as a reward for years of service
- Structure rest for teams or employee-owners based on seasonal or project timelines
- Flex Schedules are often more desirable than rewards or gym memberships



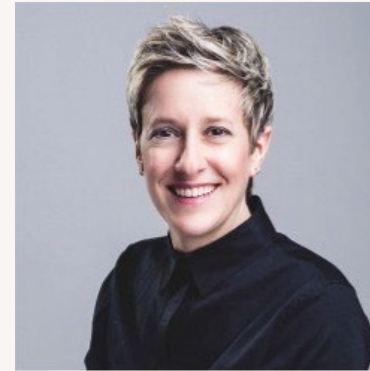
Economic Wellbeing

- Take initiative on financial literacy
- Provide robust health and medical benefits
- Prioritize livable and competitive wages in your industry and region
- Do not rely on the ESOP alone for employee-owners' financial security

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